CHAPTER 4

ANALYSIS OF RESEARCH DATA
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Oxford English Dictionary defines research as, an endeavour to discover new or collate old facts by critical study. A considerable amount of weightage is always assigned to the facts and procedure of analysing the data.

In this study the researcher has carried out a thorough study of eighteen small scale units and analysed them on the fourteen point principles of Henri Fayol. Since there is no uniform method available due to its complexity, the researcher had to rely on in-depth discussions. The inferences were derived accordingly in view of the research objectives.

Thus the purely subjective research analysis is distinctly highlighted below which gives us a distinct and clear picture of how each and every principle of Henri Fayol holds to every unit under the cursary sample.

After collection of data the process of analysis starts. Without proper analysis the collected data have no utility and importance. Here is the chapter in which the data collected from different industries is analysed. The approach of analysis is based on case study approach. The analysis is related to Fayol’s Management Principles and the units, which are studied.

1. DIVISION OF WORK:
Division of work or specialisation alone can give maximum productivity and efficiency. Factory system of production and our machinery of distribution are based on division of work. In fact, expansion of the market is limited by division of labour. Both technical and managerial activities can be performed in the best manner through division of labour and specialisation
Fayol applies the principles to all kinds of work, managerial as well as technical. Even though division of work is an exercise which gives extraordinary results, not all companies follow it. This may be due to one or more of the following reasons:

1. The entrepreneur is not aware of such an exercise.
2. The nature of the various parts of the job are so closely interrelated, that it is not possible to make clearcut division.
3. Even if the task are capable of division, the volume of work being less, it is not economical to create separate post, employ different people and pay them individually.

MAK-TEXT CHEM PRODUCTS -
MAK-TEXT CHEM PRODUCTS was started as a partnership firm with an initial capital of Rs. 10 lakhs and 8 workers. Today it has grown into a company, with a capital of Rs. 90 lakhs and 50 workers. Initially it was a coarse yarn spinning mill, later cotton and polyster waddings, interlinings, non woven fabrics, air liquid filters and filter pads have been included. The company also has a marketing office at Mumbai.

The various activities of Mak-Text Chem can be broadly classified as Production, Quality Control, Maintenance, Dispatches, Finance, Accounting, Marketing and Personnel.

The company has developed the following organisational chart which shows clearly that there is division of work in the organisation.
Mr. C. P. Rane and Mr. P. P. Rane are the two persons heading the organisation. Mr. C. P. Rane, the managing partner takes complete care of the activities of Bombay. Mr. P. P. Rane, the working partner is in control of the activities at Jalgaon. The office at Bombay is Marketing office and the Jalgaon unit is incharge of production and other activities.
The another best example for the principle of division of work is Sneha Industries.

**SNEHA INDUSTRIES -**

SNEHA INDUSTRIES was started in 1989-90 as a proprietary firm with an initial capital investment of Rs. 5 lakhs and 5 workers. Today it has grown with a capital of Rs. 75 lakhs and 18 workers.

Initially it was a service industry. In 93-95 mass production of electrical transformers was started.

The various activities of the Sneha Industries can be broadly classified as Production, Accounts and Marketing.

The following is the organisation chart which shows clearly that there is division of work in the organisation.

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ORGANISATION CHART

PROPRIETOR

PRODUCTION

ACCOUNTS

MARKETING

STAFF

LIASONING AGENT

DIRECT

STORE

WINDING

ASSEMBLY

TESTING

SUPERVISOR

SUPERVISOR

SUPERVISOR

SUPERVISOR

WORKER

WORKERS (4)

WORKERS (6)

ENGINEERS (2)
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Mr. Mohan Borole is the proprietor of Sneha Industries. Being an Electrical Engineer he is a technocrat in his field. He gives proper drawing and designs to the Production Manager and Production Manager is looking after the production department. There is no separate finance department. Mr. Borole is managing the finance on his own.

There has been a survey of 18 industries. From the data collected and analysis, researcher found that 11 industries are applying the principle of division of work. These industries are as follows-

1. MAK-TEXT CHEM.
2. JALGAON CHEMICALS PVT. LTD.
3. SHYAMA FIRE WORKS.
4. VEGA CHEMICALS.
5. MANISHA STEELS.
6. SNEHA INDUSTRIES.
7. MANISHA INDUSTRIES.
8. KOGTA IMPORT EXPORT PVT. LTD.
9. CHETAN PRECISION TOOLS.
10. OASIS CERAMICS PVT. LTD.
11. AJANTHA PHARMACEUTICALS.

In some industries there is division of work in some parts, but in certain other parts division of work is not there.
SATEJ PLASTICS is a typical example for partial division of work. This unit is an ancillary unit of Supreme Industries. Satej Plastics is completely incharge of meeting the production requirements of Supreme Industries. The production activities of Satej Plastics are designed completely to have proper division of work. In other words the production activities of Satej Plastics are planned to achieve optimum efficiency by taking advantage of the principle of division of work because Supreme Industries will take care of marketing the products. Satej Plastics has made no arrangements for having a separate marketing department. The production is passed on to Supreme Industries, is the only activity undertaken by the company after production.

In some other industries like -

RAISONI COLD RETRADES

VISHWA BHARTI FOOD PRODUCTS

DHARAMSI AND DHARAMSI OIL MILL,

partial division of work is done because of the nature of jobs involved.

In some industries division of work is totally absent. For e.g. in Mundada Agroplast Industries,

Mr. Mundada is incharge of all the activities of the unit. This is because the production activities of the unit are almost automatic and do not require much manpower. Regarding the sales activities, a system of commission basis is followed and this does not call for a wide marketing network. The activities of Mundada Industries are manageable by a single person and therefore by having an overall control over production, marketing and finance,
Mr. Mundada is able to run the show efficiently. This is a classic example of absence of division of work in a production unit.

The other industries like -

STATLAC INDIA ELECTRICALS,
KHAMBETE AND KHAMBETE,

there is absence of division of work due to nature of jobs involved.

2. **AUTHORITY AND RESPONSIBILITY:**
The right to give orders, the right to command, is called authority. The obligation to accomplish objectives or expected results or performance is called responsibility. Authority and responsibility are the two sides of the same coin. They exist together. They are complimentary and mutually interdependent. Acceptance of authority implies acceptance of responsibility for the performance of assigned work.

Fayol sees that authority as a combination of official factors, deriving from manager’s position and personal factors, compounded as intelligence, experience, moral worth, past service, etc.

The extent to which authority has been delegated and the amount of responsibility that goes with that delegation have been surveyed in the 18 units.

Some units have proper delegation of authority with corresponding responsibility. In certain units, the subordinates have more of responsibility, but less of decision making power. The various facts of authority and its delegation are discussed with the following examples.
I. In 8 industries there is perfect delegation of authority.

These industries are-

MAK-TEXT CHEM
JALGAON CHEMICALS PVT. LTD. (J.C.P.L.)
VEGA CHEMICALS
SNEHA INDUSTRIES
VISHWA BHARTI FOOD PRODUCTS
CHETAN PRECISIONTOOLS
OASIS CERAMICS PVT. LTD.
AJANTHA PHARMACEUTICALS

In J.C.P.L. there is perfect delegation of authority. Mr. Khadake and Mr. Rane have granted adequate authority to their supervisors and managers to carry out all the activities within the scope of their leadership. Mr. N.T. Mahajan, Production Incharge and Mr. R. A. Karpe, Marketing Manager are also capable of taking proper decisions wherever necessary.

Even Mr. Mahajan and Mr. Karpe agreed that they are provided with the 100% authority in the area of their work.

Mr. N.T. Mahajan, Production Incharge handles the work force. He has right to give orders to the 15 workers working under him. He has official authority as well as personal authority being experienced in his job specification. He is responsible for production quality and even in the eyes of law.
Marketing Manager Mr. Karpe has all authority according to his position. He has right to give orders to his area managers. He is provided by the target and his responsibility is to complete the target.

Another example of authority and responsibility is of CHETAN PRESION TOOLS.

In this unit Production Manager is provided with the full authority of the Production Department. He is provided with a authority to give orders up to the shop floor level. Even he has authority to make decisions about appointments and increment of the workers.

The marketing manager has also full authority to take decisions in the area of his work.

II. In 6 industries there is delegation partially.

These industries are -

SATEJ PLASTICS

SHYAMA FIRE WORKS

RAISONI COLD RETREADS

MANISHA INDUSTRIES

KOGTA IMPORT EXPORT PVT. LTD.

STATLAC INDIA ELECTRICALS.

In Raisoni Cold Retreads there is delegation partially i.e. regarding matters related to his subordinates, the superior has full authority. But for other matters, the superior has to seek the permission of Mr. Nitin Raisoni. In this
industry the principle of authority and responsibility is related to the production
department and as there is partial division of work, question does not arise
about authority and responsibility in other departments.

In Manisha Industries, three brothers Mr. Vinod Agarwal, Mr. Pramod Agarwal
and Mr. Kailas Agarwal are managing the business. Their areas of work are
different.

<table>
<thead>
<tr>
<th>Mr. Vinod</th>
<th>Mr. Pramod</th>
<th>Mr. Kailas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance, Account</td>
<td>Production</td>
<td>Marketing</td>
</tr>
</tbody>
</table>

| and Import. |

The authority of concerning departments is in the hands of concerning heads
only. Two managers are provided with the authority to manage worker's
payment and transportation.

**III. In Manisha Steels, the M. D., Mr. Vilas Patil is all ready and
willing to delegate authority. But his subordinates do not wish to take
up any responsibility because of lack of self-confidence and inefficiency.**

**IV. In Mundada Agro Plast Pvt. Ltd. and Khambete and Khambete,
there is absolutely no delegation of authority. Mr. Mundada and Mr.
Khambete take care of all matters from top level to the bottom level.**

The reasons behind this are -
1. Size of the business.
2. Type of the workers.
3. Unawareness about the importance of delegation of authority.
Authority and responsibility should be like two sides of the same coin. But in practice, they do not exist in proper proportions. The various combinations in which they are practised, have been classified in four groups.

The first set consists of the companies in which there is perfect delegation of authority. This means, when a subordinate is given some responsibility to carry out or finish certain tasks, he should also be given adequate freedom to take his own decisions. Only then will he develop a sense of involvement and interest in the organisation.

The second set consist of companies in which persons are given freedom in certain routine matters. But for other matters, they have to seek the permission of the top management.

The third set consists of companies in which, even though the top management has a progressive outlook and is willing to delegate adequate authority, the middle and lower level people are neither willing nor capable of taking up the authority. Such situations arise when the subordinates are not confident about their own abilities and are afraid that they may be responsible for anything that might go wrong in the organisation.

The fourth set consists of companies in which the superiors do not delegate any authority. They have the tight control over all the activities of the units. This is done in any of the following situations -

a. The volume and scope of work is manageable by one person or the top level alone.

b. The nature of the job involves a lot of delicate situations which needs careful handling and may jeopardise company customer relationship,

c. The job involves certain matters, the secrecy of which has to be maintained with great care.
3. **DISCIPLINE:**

The objectives, rules and regulations, the policies and procedures must be honoured by each member of an organisation. Discipline demands good superiors at all levels of management. There must be clear and fair agreement on the rules and objectives, on the policies and procedures. There must be penalties and fines (punishment) for non obedience or indiscipline. No organisation can work smoothly without discipline, preferably voluntary or self discipline.

Discipline in a work atmosphere involves a number of aspects. Some of them are -

1. Punctuality.
2. Regularity in attendance.
3. Sincerity in work.
4. Attitude towards superiors
5. Attitude towards co-workers.

Discipline in an organisation is to a certain extent imposed and for the remaining part has to come from the employees on their own. Each employee should have a conviction of his own to be a disciplined worker.

On the part of the management, discipline can be brought about in the following ways -

1. Vulnerable areas where indiscipline can creep on are to be identified and in such points vigilant measures are to be employed.

   e.g. a. The time of entry and leaving the organisation. In many industries it is
a common feature that the employees take slight liberties with the time of entry and exit. Strict punctuality is not followed. Prompt methods of checking of late coming and simple penalty measures may be implemented for those who come late more than once in a week. In some industries it is a common practice to have a reduction of half-a-days casual leave for three late comings.

In some of the industries, it is found that the workers are not punctual about their timings and when this happens, the industry have liberal policy due to shortage of workers. For e.g. Raisoni Cold Retreads. In this unit management is very liberal. Mr. Nitin Raisoni told that due to non availability of workers management can’t follow the strict action for their timings.

b. Irregularity - Regular attendence is necessary to carry out the organisation's work as per schedule. Irregular attendance disturbs all plans and leads to work backlog. This problem should be explained to the employees and except in extreme situations they should not be allowed to take leave without the prior permission of the superiors.

In OASIS CERAMICS it is found that the organisation is very strict about irregularity. If a employee is absent without prior information, he can’t come on the job for next two days. As well as rewards are provided for the regular attendance. Mr. Lalit Shah agreed that positive ways affect more as compare to negative ways. The appreciation is in the way of Rs. 50 bonus for one month regular attendance and 100 Rs. bonus for three months regular attendance.

In MANISHA INDUSTRIES most indisciplined behaviour is irregular attendance. This disturbs all plans of the industry. But Mr. Pramod Agarwal told that due to labour problem there are no penal measures. Being a container
manufacturing unit, it requires near about 100 employees. He fulfills his requirement by employing more employees than necessary.

Mr. Vijay Mohata of Satej Plastics agreed that there is high irregularity in local class of people. For safety measure there are two additional workers. Corrective measures are provided but due to the psychology of workers, is of no use.

c. Sincerity - Every employee should be sincere to his job. But sincerity is an abstract thing which is not tangible so it is difficult to identify insincerity. For this reason certain measurable parameters should be laid down whereby the employees' devotion to work can be assessed, e.g. each employee should be given clearcut targets and the corresponding time schedule. The orders should be very clear so that any fall in standards can be easily identified and pinpointed on the right person. Absence of clear instructions may lead worker to easily shift the blame on some other worker.

In Sneha Industries, 100% authority is delegated but discipline is properly maintained in the unit. All employees are obedient to their higher authority. The main reason is that monthly targets are set for the workers and they have to come out with the expected performance in a specified period. This is possible due to good and close supervision. In extreme situations the workers have to leave the job.

To encourage a worker to work more, some incentives or rewards can be given. Some penalty measures may be introduced for workers whose efficiency falls below the standard.

d. Informal Communication - Though it is true that workers need some relaxation and change from the routine, care should be taken to see that they
do not have unduly long hours of get together. In between or during work too any gossip, comments should be avoided. Many a time such informal groups lead to unnecessary talks and mischiefs among the workers. Therefore the supervisors should be alert and watchful regarding the behaviour of the employes and try to nip any problem in the bud itself.

In survey of 18 industries no one talked about the informal communication. Mostly due to close supervision, employes do not have unduly long hours of get together, do not have gossip, comments during work. But in some industries it is found that lack of communication is the reason for indisciplined behaviour.

In Manisha Steels it is found that 75% discipline is maintained, but 25% indiscipline is due to lack of communication and lack of understanding.

2. Attitude towards Superiors -
Respect to superiors is not something which can be demanded out of employees. It is something which should flow naturally from the employees hearts. If the superiors have a superiority complex then the workers will develop a dislike for their boss.

In the study it is found that being small scale units, the employers are having a good hold on all superiors according to organisation charts. They can’t develop a superiority complex among themselves.

On the other hand, if the superiors are ready to treat their subordinates as their peers then the workers will develop a natural regard and liking for the superiors. This situation will create a very good atmosphere which will lead to better productivity.
Most of the units are having proper superior subordinate relationship. Subordinates respect their superiors. They are obedient to their higher authority.

Khambete and Khambete is a unit in which the main stress is on the respect of superiors. The subordinates have to be obedient with their superiors. Otherwise they have to leave the job.

In Kogta Import and Export Pvt. Ltd. there is sometimes minor problem at workers' level. They are not ready to respect their superiors sometimes. In such cases remonstration can be given by the top management.

3. Attitude towards workers -
A peaceful atmosphere among the workers boosts the morale of the workers. A united work force is a great asset to the organisation. Impartial treatment, reasonable division of work, group incentives, etc. will help in building up a very healthy and friendly atmosphere.

Chetan Precision Tools is an excellent example for this point. Mr. Ramesh Chaudhari, proprietor of the industry, is always very careful while giving the power to his employes. He sees that there should not be misuse of the power. Because of having 12 years experience in 3 different units, he can handle the situation very properly. He is experienced in - G.K.W. with 12,000 workers, Birla group with 1200 workers and Formac Engineering with 250 workers.

This experience contributes substantially for maintaining the discipline in organisation through proper management system.

Ajintha Pharmaceuticals, is a Govt. undertaking - a joint venture of Haffkin Bio Pharmaceutical corporation and W.M.D.C. Being a govt. organisation, all subordinates are respecting and obedient to their superiors. All employes work
according to rules of service and norms of performance. In case of indisciplined behaviour there is judicious disciplinary action. Till today there are two cases of suspension. That is why the discipline is maintained though it is a government organisation.

4. UNITY OF COMMAND:
This means employees should receive orders from one superior only. In order to avoid any possible confusion and conflict, each member of an organisation must receive orders and instruction only from one superior or boss and he/she must be accountable to one boss. Organisations should not have multiple bosses, as it will lead to divided responsibility.

Almost all the respondents' units have reported as having a single authority. Not surprisingly all of them have also stated as enjoying clarity of work. This is only natural because -

a. A single authority means a single plan of action.

b. The approach or attitude of the superior will be constant and consistent.

c. Reporting is easier because of the single channel of communication.

Unity of command is the principle which has high practical value. If this principle is practised, it should bring about good output from the industrial unit. If there is clarity of work, we can certainly assume that this will lead to a good output.

Most of the units are following this principle of unity of command. The detailed analysis of application of the unity of command in all studied industries is as follows.
1. MAK-TEXT CHEM -

Mak-Text-Chem is a growing unit. The No. of workers are increased from 8 to 40. Being M.B.A., Mr. C. P. Rane is applying the management principles very properly.

As the authority is delegated and there is unity of command the work can be performed according to expectations. Employes get orders from one head only. Management won’t interfere in the matters of head of the department. Mr. M.S.Chitte, Production Manager, is head of quality control, production, maintenance and dispatches. All the supervisors of these departments receive orders from Mr. Chitte only and they have to report only to Mr. Chitte.

Even Mr. Chitte agreed that he is the only person to give orders. Top management gives the plans and he executes the plans in his own direction.

In marketing department also there is unity of command. The marketing executive gives orders to three sales representatives and manages the commission agents.

2. SATEJ PLASTICS -

Satej Plastics is a auxiliary unit to Supreme Industries, so the main activities are related to production Mr. Vijay Mohata agreed that there is unity of command principle in production department. The production incharge is handling the extrusion section and loom section. Near about 50 workers are working under him. According to the plans of local management authority, the implementation of production related plans is in the hands of production incharge.
3. JALGAON CHEMICAL PVT. LTD. -
J.C.P.L. is the expanding unit in all areas like investment, number of workers and number of products. There are 3 main departments in the organisation—Production, Marketing and Quality assurance. Production incharge and Marketing Manager are experienced in their fields.

There are 4 Directors of the company, but Unity of command Principle is strictly followed in the company, e.g. Mr. Khadake one of the Directors, is head of production. Whatever are his production plans, he passes on to the production incharge Mr. N.T.Mahajan and he gives orders to his 15 subordinates who are working under him. In the same way there is reporting system in the company. The same situation is in the marketing and assurance departments.

4. MUNDADA AGRO PLAST INDUSTRIES LTD. -
Mr. Harish Mundada, the M.D. of the industry is managing all activities on his own. Actually this is a 2 Crores turnover industry, but Mr. Mundada is having hold upto the last worker. There is no division of work, no delegation of authority, no question about unity of command principle Mr. Mundada is whole and sole authority of the unit.

5. VEGA CHEMICALS -
Vega Chemicals, is the unit started with capital investment of Rs. 35 Lacs. In 96-97 the additional capital investment of Rs.1.20 Crore was done. There are three departments Production, Finance and Marketing. Finance department is managed by Mr. Bhalchandra Patil, the proprietor of the company. For marketing, as there are direct sales, there is no need of chain of marketing. Production department is the main area of the industrial activities with 38 workers. The Industry runs in 3 shifts with 5 supervisors. There is proper
allocation of their duties. No overlapping of supervisors' work is there. One manages the process and another manages the maintenance so there is no question of dual command.

```
Production
   ├── 5 Supervisors
   │    ├── 1st Shift
   │    │    ├── 2 Supervisor
   │    │    │    ├── Process
   │    │    │    │    ├── 13 Workers
   │    │    │    └── Maint.
   │    │    └── 2nd Shift
   │         ├── 2 Supervisor
   │         │    ├── Process
   │         │    │    ├── 13 Workers
   │         │    │    └── Maint.
   │         │    └── 2 Workers
   │         └── 3rd Shift
   │                └── 1 Supervisor
   │                      ├── Process
   │                      │    ├── 5 Workers

This chart clearly shows that there is unity of command.

6. CHETAN PRECISION TOOLS:
Chetan Precision Tools is a National Award winning industry. As on today the capital investment is Rs. 87 Lacks. 32 workers and 8 Engineers are working in the organisation. There are three departments - Production, Accounts and Marketing. Finance is managed by Dr. Ramesh Chaudhary himself. For account department, account officer is incharge and computer operator is working under him. For production, company is going for job work as also for manufacturing of Dies and Tools. Being a technical product, engineers are appointed for marketing the products. In production department the unity of command principle is applied very perfectly. Because the job specification is very perfect, there is no question of dual command.
As the chart shows that there is perfect clarity of job specification and question won’t arise about the application of unity of command principle.

These are all the examples of unity of command principle, in few of the above units. The researcher has found that the Unity of Command principle is applicable in other units also.

5. **UNITY OF DIRECTION**

In an organisation the nature of the activities are quite varied. Each activity requires different skills and talents. Therefore it is imperative that the organisation is divided into various departments practically, each department is to be placed under different heads. In such a case, there arises every possibility of each department-head steering the organisation in different directions. To avoid such a situation, it becomes important that there is “Unity of Direction”. One person above all the department heads should have the reins in his hand to hold and to lead the entire organisation in one direction.
In smaller organisations, this principle is easier to implement as compared to larger ones.

1. **MAK-TEXT CHEM PRODUCTS**
   There is unity of direction “One head and One plan” is strictly followed in the company. From the organisation chart it is clear that Mr. C.P.Rane, the Managing Partner and Mr. P.P.Rane, the Working Partner, are in the head of the organisation. The production related activities finance-related activities and Marketing activities are all properly planed and co-ordinated to achieve the ultimate goal of the organisation.

2. **SATEJ PLASTICS**
   The entire unit is under the control of Mr. Vijay Mohata. The organisation chart shows production, packing and despatches and accounts sections. But the chief activity in the organisation is production only. The output of the organisations is entirely sold to Supreme Industries. Therefore sales and marketing activities are absent. Proper planning and execution of production is the main task in the unit. Because Mr. Mohata is in overall control of the organisation, he is able to guide and take all the activities in a unified manner. Because of the only type of main activity (i.e. production planning) and because of a single person in-charge of the unit, the principle of “Unity of Direction” is very effectively employed in the organisation.

3. **JALGAON CHEMICALS PVT. LTD.**
   There are 3 main department in the organisations viz.
   1. Production Department.
   2. Marketing Department.
   3. Quality Assurance Department.
The Production Department is managed by Mr. Khadake. The Marketing Department is managed by Mr. Zope, Mr. Rane and Mr. Gokhale. The Quality Assurance Department is managed by a Micro-Biologist and a Chemist. The financial aspects are dealt with by Mr. Khadake.

Eventhough there are different departments, the overall management is done by the board of Directors with Mr. Dilip Rane as the Managing Directors, Mr. Zope as the Chairman and Mr. Khadake and Mr. Gokhale as the directors. The board is the topmost authority. By consultation and co-ordination among the various departments, all the activities are guided only towards the ultimate goal of the organisation. A conscious effort is made to maintain unity of direction.

4. MUNDADA AGRO PLAST INDUSTRIES LTD. -
Mr. Fanish Mundada is the M.D. He is the chief person in the organisation. It is found that the management principles are not followed in the organisation consciently. But being a single-person in-charge, it is quite natural that he directs all the organisational efforts towards the achievements of the ultimate goal only. There is certainly unity of direction in the organisation.

This inference is well supported by the progress, the company has been making every year. The increase in profitability over the past years proves that all the efforts in the organisation are well managed and directed.

5. VEGA CHEMICALS -
"Unity of Direction" is very well practised in this proprietary concern. This is naturally so because, the proprietor, being the sole person at the helm of affairs can direct all the activities towards the attainment of the goal of his business.
If there is more than one person in the top level, sometimes there are chances of conflicts. The different heads may pull the organisation in different directions. But in a proprietary concern this problem is absent. The proprietor concentrates towards attainment of the organisation goal and so carries on all the activities in an integrated, unified manner.

In Vega Chemicals Mr. Bhalchandra Patil, who is the proprietor, drafts the plan, which is followed by the supervisor. So, there is “One plan, One action” in the organisation.

6. SHAMA FIRE WORKS -

The activities of the organisation are broadly classified into 3 groups.

i) Administration, Finance and Purchases -

These activities are headed by Mr. Harish Milwani. He manages these activities with the assistance of a cashier, an accountant and few clerks.

ii) Production activities -

Mr. Prakash Milwani is in-charge of these activities. Procurement of raw material and the entire production activities are under his control.

iii) Sales and Box factory -

Mr. Vishwas Milwani is the person who takes care of these activities.

Eventhough there are 3 different departments, the departmental heads viz. the three brothers have a strong faith in the concept of “Unity of Direction”. They have a daily meeting, scheduled at 8 p.m. In the meeting they discuss various aspects of their respective departments and then develop a plan which is based on the overall ultimate goal of the organisation. Such a plan is an outcome based on the principle of unity of direction. The plan is implemented in all the areas.
7. DHARAMSI AND DHARAMSI

This organisation operates with Mr. Dharamsi H. Kakkad as the Chairman. There are 2 Directors working under him- Mr. Dinesh, incharge of Production, Quality control and Investment and Mr. Kishore, in-charge of Finance. Sales and Purchase.

Dharamsi and Dharamsi is an oil mill with a refinery unit. In this organisation, the following are the important factors:

1. Quality of the oil.
2. Raw material Quality-testing for oil moisture percentage.
3. Refining the oil.

Keeping the above factors in mind, Mr. Kakkad draws up a plan. Based in this plan, Mr. Dinesh, Mr. Kishor draw up sub-plans for the activities, under their supervision. In other words because the directors develop their plans of action on the instructions of the chairman there is “Unity of Direction” in the organisation.

8. MANISHA STEELS -

This Private Ltd. Company is managed by 2 Directors. Both the Directors agree on the point that quality is the most important factor. They also agree that discipline in the organisation should be the basis for implementing the other plans.

Because there is good confluence of ideas between the 2 directors, they develop plans which have the same guiding principles. Their plans are effectively blended through proper natural interactions. Then, there is a well established channel of proper communication. Due to all these factors, there
is no sidetracking of plans or overlapping or orders or deviations from the main focus of the organisation. There is a proper “Unity of Direction” inspite of 2 heads.

9. SNEHA INDUSTRIES -
Mr. Mohan Borole is the proprietor of Sneha Industries, which is engaged in the production of transformers. Mr. Borole is himself an Electrical Engineer. This is a strong point in his favour as the leader of the organisation.

Mr. Borole has with himself the overall control and supervision of the organisation. Planning and scheduling of various activities are done by him. Implementation alone is in the hands of the manager. Because of this kind of personal supervision and certain advantages of a role of proprietor concerned (discussed earlier) the unit is enjoying the full benefit of “Unity of Direction”.

10. RAISONI COLD RETREADS -
This is a Pvt. Ltd. Company and Mr. Nitin raisoni is the M.D. There are 4 Directors in the company. The company has broadly 3 Departments:
1. Production
2. Accounts
3. Collection.

“Unity of Direction” is achieved in this organisation in the following manner. The Board of Directors discuss among themselves and draw up an overall plan for the entire company. This plan is intimated to the three departments. Based on this framework of the overall plan of the company each department develops its own plans of action.
Thus eventhough the activities of the different department are different, unity is established by supplying the main master-plan of the organisation.

11. KHAMBETE & KHAMBETE -
This is a family partnership concern. There are 2 partners managing the business. The activities of the organisation are limited. Moreover, the persons in the top level are only 2 members of the family. Due to these factors, the organisation is able to develop a plan which is able to lead all the activities of the organisation in a single, unified path. There is joint decision-making on all matters and therefore there is unity of direction.

12. MANISHA INDUSTRIES -
Mr. Kailas Agarwal, Vinod Agarwal and Pramod Agarwal are 3 persons managing Manisha Industries. The various activities of the organisation have been classified into 3 departments. Finance, Accounts and Administration are under the control of Mr. Vinod. Mr. Pramod is in-charge of production activities. Purchases of Raw materials and Marketing and Sales are under the preview of Mr. Kailas.

Because of the nature of activities, there are three different departments, But for all practical purposes, the organisation is treated as one single entity. Mr. Vinod, Mr. Pramod, Mr. Kailas make joint decisions. The short term targets and corresponding plans are drawn up by them after joint consultation and discussions. Once this framework is decided, each one guides and directs his department, towards the achievement of the common target.

Due to this method of planning and controlling, there is “Unity of Direction” in the organisation.
13. VISHVA BHARATI FOODS PVT. LTD. -

The organisation chart of Vishva Bharati Foods Ltd. shows different levels of management existing in the organisation. The top level consists of the Chairman and Directors, the middle level consists of the managers and the bottom level consists of other workers. There are Production, Marketing, Finance and Accounts Departments. Each Department is under the control of a Manager depending on the nature of the job, the manager is supported by assistants and other workers.

Because of the different levels and different departments there is every possibility that the organisation gets pulled in different directions. But the Directors of Vishwa Bharati are very cautious of this danger. To avoid this the chairman and the directors draw up a single plan which is supplied to different department at various levels. Care is taken to see that each unit adheres properly to the overall plan of the organisation at every step. Due to this kind of an approach, there is “Unity of Direction” in the organisation.

There are also unskilled labourers in the organisation, who may not realise the value of various management concepts. A close watch is therefore kept to unify the outputs of all the departments of the organisation.

14. KOGTA IMPORT EXPORT PVT. LTD. -

This company is involved in the manufacturing, import and export of pulses. Mr. Pramod is in charge of import of raw material and production. Mr. Prem heads the finance section and also takes care of office management. Mr. Gopal heads the exports division.

The three Directors together decide the overall organisational plan. The import, production and export activities are all planned in such a way that there is a
smooth flow among the various activities. The working capital cycle, production cycle, the export process etc. are all planned so as not to have a break in between.

Because the activities are inter related, a single plan incorporating all aspects are developed. Each division develops its individual plan based on the master plan. Therefore there is “Unity of Direction” in the organisation.

15. CHETAN PRECISION TOOLS -
The proprietor Mr. Ramesh Chaudhary is a person who has a good experience in different industries. He personally takes care of finance in the unit.

The main activity of the company is Production. Manufacturing is done in the company. Besides job work is also undertaken. Production activities form the major part. Mr. Chaudhary co-ordinates the production and finance activities and draw the master plan of the company. Based on this plan, the production manager, account officer and marketing manager draw up their individual plans.

Because of the personnel guidance and leadership of Mr. Chaudhary, there is unity of direction in the company.

16. STATLEC INDIA -
This is a proprietary concern. There are Production, Marketing and Finance activities which take care of the job in such way that one job continues up to 3 months. The orders are totally based on technical background and personal relations. Once the drawing is given to the Production Department no further instructions or changes are necessary.

Considering all aspects of the organisation the volume of activities is quite manageable by the proprietor Mr. Bhole. All the activities are under the personal
control of the proprietor. Therefore Unity of direction is quite effective in the organisation.

17. OASIS CERAMICS -
There are 3 Directors in the company. The Directors form the Board. The Board is at the top of all the affairs.

The Board draws up the overall long term and short term plans for the company. There are 4 departments in the company, Production, Marketing, Personnel and M.I.S. Each of the department is headed by a manager. The system of communication and reporting is very well planned and well defined in the organisation. The Board informs the company’s Plan to the managers.

The Managers take complete charge of their department within the overall plan of the company. Each department manager plans for his activities. He communicates the plans to his subordinates. There is proper interaction between the manager and his subordinates.

The Board of Directors make sure that all the aspects are taken into account when the overall plan of the company is drawn. This makes possible “Unity of Direction” in the company.

18. AJINTHA PHARMACEUTICALS -
There are 6 departments in the organisation. They are Material, Production, Quality Control, Maintenance, Marketing and Accounts. All these departments are under the control of the Board of Directors.

The Board of Directors, with Mr. Ubale as M.D. and Mr.Katdare, as G.M. draw up the various long, medium and short term plans. These plans are the broad outlines for the limits and directions in which the organisation is to progress.
These plans are communicated to the various departments. The individual department develops its own plans to cope with the overall master plans. Once the master plan is communicated there is no interference in the department plans. This freedom encourages the various departments heads and they themselves care for their unit to come up and meet the organisation expectations. This results, naturally in all the departments progressing in a single directions.

An analysis of all the 18 units can be summoned as follows.

The importance of having "Unity of Direction" has been realised by all the organisation. The implementation of this principle is done in any one of the following ways.

1. One person incharge of all the activities of the organisation and taking care of all activities are focused in one direction. This is possible in units where the following points apply:

   a. The volume of work is manageable by a single person.

   b. That person has all the necessary skills and expertise to manage the various aspects of the organisation.

The following units can be classified as belonging to this category:


10. Chetan Precision Tools.

16. Statlec India.

2. Partners decide among themselves & based on a joint decision provide unity of direction.
The following units belong to this category:

4. Mundada Agro Plast.
5. Vega Chemicals.
8. Manisha Steels.
12. Manisha Industries.

3. The Board of Directors develop the overall plan & the departments work within according to the main framework. Unity of Direction is achieved through overall guidance & control. The departments enjoy freedom of their individual plans within the company’s master plan.

The following companies fall under this group.

2. Satej Plastics.
7. Dharamsi and Dharamsi Oil Mill.
10. Raisoni Cold Retrades.
17. Oasis Ceramics.
18. Ajantha Pharmaceuticals.
6. SUBORDINATION OF INDIVIDUAL INTEREST TO GROUP INTEREST:

Common interest is above the individual interest. Individual interest must be subordinate to general interest, whenever there is conflict between the two. However factors like ambition, laziness, weakness etc. tend to reduce the importance of general interest. Therefore, superiors should set an example in fairness and goodness. The relations between employer and employees should be fair and there should be agreement on matters of mutual interest.

It is important that each employee of an organisation should keep the organisation's interest as supreme in his mind. But it is natural that human beings tend to become more self centered and in the process, the Company's interest might become secondary. But this is a dangerous situation because if each individual starts concentrating on his own interest, the Company's overall interest will lose attention and the desired results cannot be achieved.

1. MAK TEXT CHEM PRODUCTS -

This was started as a small scale and then it has gradually grown. This shows that activities are properly planned and accordingly executed. The organisation chart also shows that there is proper divisions of work and proper delegation of authority. This type of an organisation provides scope for prompt reporting and close supervision. The partners can have a careful and continuous watch over the organisation's progress.

As the organisational setup is properly planned and supervised, there is no chance of priorities getting misplaced. The Manager Mr. Chitte and Accountant Mr. Jagtap also keep a continuous reporting system. Because of all these reasons, the problem that a worker's personal interest may take precedence over the company's overall general interest, does not arise.
2. **SATEJ PLASTICS PVT. LTD.**

This is an ancillary unit for SUPREME INDUSTRIES. The two Directors Mr. Mahesh Chatriwala and Jitendra Kapoor are based at Bombay. The local management in Jalgaon is provided by Mr. Vijay Mohata.

Mr. Mohata’s responsibility is doubled because he has to take care of the entire organisation on behalf of the directors who are at Bombay. So he has to be very careful and vigilant in supervising the various activities of the organisation.

The organisation structure is planned in such a manner that there is clearcut division of responsibilities. The scalar chain is also clearly established. Because of this, there is proper reporting. As the areas of operations are well-defined, it is easy to monitor the various activities and their performances.

Satej Plastics has to meet the demands of Supreme Industries. So, it has to be absolutely prompt in carrying out the various schedules. The target set by SUPREME Industries will be the guiding line for Satej Plastics. For these reasons, often counselling is done with the workers. In these sessions they are motivated to work to achieve the overall target set for the organisation. Because of all the reasons there is no room for any worker of Satej Plastics to give more importance for his personal interest rather than the general interest of the company.

3. **JALGAON CHEMICALS PVT. LTD.**

This company was started by four people Mr. Dilip Rane, Zope, Khadke and Gokhale with the enthusiasm of putting their theoretical education into practice. This means the Company is established on sound business principles plus an enthusiasm on the part of the founders to make proper use of their education.
The activities of the company can be broadly classified into 3 groups. Production, Marketing and Quality Assurance. In other words the organisational activities start with production and end with marketing. The starting point of production and end point of marketing are personally headed by the Directors themselves. Therefore their personal interest itself is the general interest of the organisation. As founder directors, they will have the organisations interest upper most in their minds and will take every possible step to achieve it.

The only other department is the Quality Assurance Dept. As it is, quality assurance is something which will demand perfection out of workers. Added to this, there has been authorisation in the unit recently. This means all the activities will be carried out to mechanical perfection. In this kind of an atmosphere, the workers will hardly get a chance to place their personal interest before the interest of the organisation. With the close scrutiny of Production and Marketing heads, the quality assurance department will also function effectively. Because of all these reasons, there is no effective subordination of personal interest to general interest of the organisation.

4. MUNDADA AGRO PLAST INDUSTRIES LTD.

This was started as a Pvt. Ltd. Company. It then become a Public Ltd. Company. Mr. Mundada is the M.D. and is incharge of production. Laxminarayan is the Chairman and takes care of Excise and account. This is the first unit of reprocessing PVC in Maharashtra and Mr. Mundada takes every care to assure the proper establishment and progress of the unit.

Eventhough there is no conscious application of any modern/scientific management principles, Mr. Mundada’s personal attention and vigil have contributed a lot to the organisation’s success. Mr. Mundada has made sure
that the organisation's progress shall be the deciding factor for all other activities. This automatically ensures supremacy of the organisation's interest.

5. VEGA CHEMICALS -
This is a proprietary concern. Mr. Bhalchandra Patil is the proprietor.

There are two major departments in the organisation, Finance and Production. The Finance division is personally headed by Mr. Patil. In the Production Department, there are Supervisors in charge of production. The supervisors are trained by the owner.

The organisational setup clearly shows that Mr. Patil takes active and direct participation in managing the affairs of the unit. In a proprietary concern, business and the owner are just two sides of the same coin. Therefore, for Mr. Patil has the organisation's interest is the supreme aim. Accordingly, he also trains and directs his subordinates to work towards the overall progress of the organisation. Because of these factors, there is subordination of individual interest to general interest in the organisation.

6. SHAMA FIRE WORKS -
This is a partnership firm. Initially started with Crackers manufacturing and later diversified into full manufacturing. There are three departments and each of them is under the direct control of one partner. Administration, Finance and Purchases are taken care of by Mr. Harish Milwani. Mr. Prakash is incharge of Production. Mr. Vishan heads the Sales, Retail and Box factory. There is clear cut division of work in the firm. The brothers/partners have a daily meeting when they discuss the affairs of the firm and also decide on the next course of action. In these meetings, any problems are identified and solutions are also immediately discussed. This means there is a close and constant vigil over the day-to-day affairs of the firm.
Most of the workers of this firm are unskilled workers. So, sometimes they create some minor problems. But they are not capable of getting together and creating troubles. The small problems and troublemakers are nipped in the bud itself. So, they do not grow in size to threaten the organisation's progress.

Because of all the above reason's, the general interest of the organisation is maintained as the supreme factor, thereby subordinating any personal interest that may crop up. The partners also have the understanding that only if the business flourishes, they can prosper. So, they too put the business interest before their personal interests.

7. DHARAMSI & DHARAMSI -
This is a Pvt. Ltd. Company established in 1982. There are 4 directors. Mr.Dharamsi H. Kakkad is the chairman and the Board of Directors consisting of Mr. Dinesh, Parmanand and Kishore work under the chairman. Each of the 3 directors have their own area of operations for guiding, reprocessing and controlling. Mr. Dinesh is in charge of Production and Quality control. Mr. Parmanand is in charge of Investment and Finance. Mr. Kishore takes care of Purchase and Sales. The directors are actively and directly involved in the day-to-day functioning of the business. Because of this they always work and also guide the workers to work with the organisation's overall interest in mind. Eventhough they take care of various departments, the directors make sure that they concentrate on the organisation's ultimate goal and not on their individual department's goal. The planning of various activities itself is alone based on the overall framework of the company.

Most of the employees of the organisation, have been with the company since its inception. So, they too are devoted to the company. They do not think of their interest as something different from the company's interest.
Therefore there is proper subordination of individual interest to the general interest of the company.

8. MANISHA STEELS -
This is a Pvt. Ltd. Company which consist of Fabrication Unit. There are 2 Directors who look after the affairs of the company. There are 3 Draftsman and 8 Engineers who are employed in the company. Apart from these, there are 8 people working in the Accounts Department. There are also about 35 workers in the lower level. Quality assurance is the main aim of the company. So, the directors control all the activities to achieve and maintain that aim. This factor is uppermost in all their thoughts and actions. The workers show more interest to improve their productivity. There has been no indication of any personal interest being given importance. The Directors and workers work only with the aim of the general interest of the Company and not the personal interest of the workers.

9. SNEHA INDUSTRIES -
This is a proprietary Firm. Mr. Mohan Borole is the Proprietor. There are about 18 people working in the firm. In a proprietor business, the owner and business are almost a single identity. It is the organisation’s success and progress which will rule every action of the proprietor. The Proprietor takes all necessary care and steps to make sure that the activities of the subordinates too fall properly in line with the organisation’s interest. Monthly targets are set and to achieve them, all activities are planned accordingly. The responsibility is allocated and to carry that out, authority is also suitably delegated.
Mr. Borole has fair and clear agreement with his workers. Discipline is well maintained in the organisation. All subordinates respect and obey their respective superiors. Because of all these arrangements, Mr. Borole has a very close watch over the activities of his subordinates and so there is no scope for any individual interest to take more importance than the organisation's general interest.

10. RAISONI COLD RETREADES -
This Pvt. Ltd. Company was established in 1994. It has completed only 3 years of operations. The M.D. of the Company is Mr. Nitin Raisoni and there are 4 Directors under him. Because the Company is in its inceptions stage, the M. D. keeps receiving the various situations and makes improvements/changes accordingly. The M.D. and the Board of Directors take all possible steps to make sure that the company's stability and progress are well achieved.

The workers are also educated to work towards the welfare of the organisation. One minor case of subordination of general interest to individual interest was identified. That is, because the company was paying overtime for the extra hours worked by the employees, the workers started deliberately delaying their work. This way they thought of earning more. But this was properly identified and the workers were educated about the bad effects of this attitude. They were made to realise that it is the welfare of the company that can provide them for reaching and long standing benefits. The importance of subordination of personal interest to general interest was explained to them. In all areas, the M. D. keeps monitoring to identify such problems. After that single case, no such problems were reported thereafter.
11. KHAMBETE & KHAMBETE -
This is a family partnership concern. Two brothers are in charge of all activities of the firm. There are about 15 workers working under them.

The brothers take personal interest in the affairs of the business. The team of workers is well disciplined. So, the firm is able to maintain the supremacy of the organisation’s interest. It is quite natural that either in a sole proprietorship or partnership, the owners feel one and the same with the business. Because of this they make sure that the organisation’s interest is not overshadowed by any individual personal interest. So, there is no fear of subordination of general interest to personal interest.

12. MANISHA INDUSTRIES -
This business is managed by Mr. Kailas Agrawal, Pramod Agrawal and Vinod Agrawal. Mr. Pramod is in charge of Production. Mr. Kailas takes care of Marketing, sales and purchases. Mr. Vinod being a Chartered Accountant takes care of finance and Accounts. The business was started in 1985. Then the no. of workers were 10. Then the company has grown steadily and gradually. Because of this gradual progress, the no. of workers at present has reached 100.

While making the gradual progress, the owners have established proper control over the activities of the company. The workers are clearly told what is expected of them and the work is done on proper standards. Because of this kind of close control, there is hardly any scope for workers to give priority to their own interest. The owners ensure that always the company’s interest is uppermost in everybody’s mind.
13. VISHVA BHARATI FOODS PVT. LTD. - 
The company is managed by a Board of Directors which works under a Chairman. The company adopts a liberal policy towards its employees. Because of this, a good discipline is maintained in the organisation. The atmosphere and activities of the company is such that there is little scope for any employee to interfere or overtake his loss. The directors plan the various activities and the subordinates just carry out the plans as per schedule. While making various decisions and developing plans the directors keep the company’s interest as their pivotal point. So, there is absolutely no fear of any subordination of general interest of the company to individual interest.

14. KOGTA IMPORT EXPORT PVT. LTD. - 
This is a Private Ltd. Company which deals with manufacturing and import and export of pulses. The organisation chart shows that three directors have a clear division of work among themselves. One Directors takes care of import of raw materials, Mr. Prem looks after Purchases, Office management and finance. Mr. Gopal is in charge of exports, Mr. Pramod is in charge of Production.

The various aspects of the company show that it is functioning well. One identified plan is drafted and each department strictly sticks to that plan. Because of this there is no fear of anybody or any activity going away from the main plan. This prevents any individual’s interest taking precedence over the company’s general interest. Moreover there is unity of direction. Discipline is well maintained in the organisation. There is unity and co-operation among the superior and subordinates. The Directors are liberal in praising and encouraging the workers to participate in decision-making. Because of all these reasons, the organisation’s interest is always maintained at the top level.
15. CHETAN PRECISION TOOLS -
Mr. Ramesh B. Chaudhari is the sole proprietor of the unit. Needless to say a sole proprietor has no separate entity from the business. The firm’s well being is his own well being. Therefore the focus of all the activities of Mr. Chaudhari will be the firm’s interest and success. Mr. Chaudhari is a person who has had rich experience in different industries. Because of this he has become a very efficient manager. He knows how to direct the organisation and get the work done.

In dividing the work, delegating authority, granting decision-making powers and encouraging initiative-, Mr. Chaudhari makes sure that the workers do not exceed there limits. Because of this proper vigil, it is ensured that the organisation's interest shall receive the best attention when compared to any worker's personal interest.

16. STATLEC INDIA -
This is a proprietary concern. Mr. Bhole, the proprietor takes care of the business personally. The orders for the business are obtained because of the personal relations that Mr. Bhole has with the people in the society.

When an order is obtained, the job continues for 3 months. The drawing for the order is given to the Production Department and based on that the other activities are planned and executed.

Mr. Bhole keeps a close watch on the progress of an order from the day it is obtained to the day it is completed. The nature of the job is also simple. Thirdly, Mr. Bhole has made it clear to the employees that indiscipline in any form will not be tolerated. All the above factors have ensured that the organisation's activities are done with the focus on the overall success of the unit and all other interests are only secondary.
17. OASIS CERAMICS PVT. LTD. -
This is a company dealing with Bone China / table ware product. The activities of the company are very well managed. There is proper division of work. There are 4 separate departments- Production, Marketing, Personnel and M.I.S. Excepting for very crucial decisions, the decision-making power is distributed throughout the organisation. The employees at various levels are given adequate authority and they take up responsibility willingly. Proper channels of communication and methods of reporting are established. The superior subordinate relationship is very harmonious. Incentives for good behaviour and penalties for defaults are clearly formulated.

All the above factors have ensured that the activities are progressing towards establishing and maintaining the supreme interest of the organisation. There is no loophole thro' which any individual's interest will overtake the organisation's interest.

18. AJINTHA PHARMACEUTICALS -
This is a joint venture in which Govt. is also a party. This unit is different from other organisations because this is the only one in which Government is involved.

There is a constant fear that the individual's interest might take preference over the company's interest. Certain restrictions/orders imposed by the Government are not to the complete happiness of the employees. So, they tend to think differently from the organisation's interest. So, the Board of Directors take extra care to see that the employees stick and follow the chosen path of the organisation.
7. REMUNARATION:
It was in 1916 when Henry-Fayol wrote about remuneration to workers. Fair pay with non-financial rewards can be the best incentive or motivator for good performance and high efficiency. Exploitation of employees in any manner must be eliminated. Sound scheme of remuneration may include adequate financial and non-financial incentives.

1. MAK-TEXT CHEM PRODUCTS -
With fair remuneration and pay scale giving equal status to ladies / female and gents workers, there is an atmosphere of satisfaction and happiness among the workers and management. On deciding over the pay scale the management first overviews its financial condition and then priorities for experience and efficiency of the workers.

2. SATEJ PLASTICS PVT. LTD. -
The pay is based on time rate system which directly relates productivity with respect to the time span of work. Hence the more you work more will be your pay, thus the workers are satisfied with what they get. Timely increment in the salary with twenty days paid leave per year and bonus, is what makes the workers happy and satisfied.

3. VEGA CHEMICALS -
Here as per the pay package the workers are happy. They follow the time rate system of pay/wage, along with this they (workers) also get incentives and rewards for 100% attendance. The supervisor get pay on monthly basis + overtime + two dresses + four pairs of shoes, soaps etc. The provident fund and gratuity facilities are also provided.
4. JALGAON CHEMICALS PVT. LTD. -
As far as the financial incentives go, the workers are happy about the pay scale, even the management is happy with the pay package. The pay scale is decided by considering two major factors namely, -
i) Firm's Capacity

ii) Type of job allocated.

The increment is same for all. The non financial incentives are provided in the form of rewards on target completion, especially by sales force and on attendance regularity.

5. MUNDADA AGRO PLAST, LTD. -
In 1995 the company was converted into a public ltd. company. It has a large semiautomatic machinery set up. Thus the need of large scale workers does not exist in this company. The pay scale is fixed on monthly basis and the pay package is based on the availability of workers.

6. MANISHA STEELS -
In small scale industries and in a city like Jalgaon which is a developing industrial belt with regards production units, there is an availability of cheap labour. Normally the workers are happy about the pay package offered. Financial incentive is what is more important for these industries. In Manisha Steels, workers are satisfied with their pay. The company gives incentives for excellent performance, which works as an additional motivation. The incentives include one month's salary as bonus, apart from the rewards, gifts, provident fund and insurance. Thus the company and the workers are both happy and satisfied as far as remuneration is concerned.
7. KOGTA IMPORT EXPORT PVT. LTD. - 
Workers union plays a major role in checking the exploitation of workers. All pay scale of the workers are fixed by the Union. This make the workers happy. The bonus is given equivalent to of 1 months salary, even provident fund and E.S.I.facility is given. Thus the staff and the management are both happy and contented.

8. CHETAN PRECISION TOOLS -
Every member of the company is satisfied by the pay they get. Nearly 20-25% of sales is distributed as the pay package for the workers. Apart from the normal pay the workers are also entitled for provident fund, E.S.I. and the uniform. Bonus is given as an extra month's salary. A unique feature which is observed by Ramesh Chaudhary, proprietor of the company, is people working in the company are more interested in the company as it is a status symbol whereas pay and salary is a secondary consideration for them. In the companies listed below there lies similar pattern of satisfaction among the workers.

1. SHAMA FIREWORKS.
2. DHARAMSI & DHARAMSI OIL MILLS.
3. MANISHA INDUSTRIES.
4. RAISONI COLD RETRADES.
5. VISHWABHARATI FOOD PRODUCTS.
6. OASIS CERAMICS.
7. AJINTHA PHARMA.
In companies which deal with engineering goods like Khambete and Khambete and Statlec India Electricals, the pay scale is decided and the minimum wage act is followed which gets revised every six month. Thus the question of dissatisfaction among the workers over pay does not exist.

8. CENTRALISATION:
According to Henri Fayol, centralisation is directly related to concentration of authority and "concentration of authority makes- "give the best over all yield".

Centralisation in modern business clearly means a good balance between centralisation and decentralisation of authority and power. The extreme centralisation and decentralisation in any organisation must be avoided, thereby linking authority and power with unity of command and unity of direction.

1. MAK-TEXT CHEM -
In this company the degree of centralisation and decentralisation is based on the type of decision making. The policy making decision mainly lies in the hands of management, especially while talking about company related matters, like increase in productivity, new automation, promotion etc. Other decision making which have to be instantaneous especially about marketing of goods and production, are partially decentralised. Since it is an automatic unit, the question about decision making in the art of productivity, does not exist, as the standards of inputs and outputs are all set and standardised as per the specification. Thus the company maintains a good balance between centralisation and decentralisation, thereby conveying explicit and smooth use of authority and power.
2. SATEJ PLASTICS

Since Satej Plastics is just an auxiliary unit of Supreme Industries, and Satej Plastics just handles the production concerned with the market requirements of Supreme Industries, the basic authority lies in the hands of Supreme Industries. Thus for Satej Plastics the query of centralisation or decentralisation itself is non-existing although the local management related to the fields of production, packaging and accounts is done by Mr. Vijay Mohata.

3. JALGAON CHEMICALS

This firm does not believe in centralisation. There are various sections taking decisions on their own related operating areas. Thus extreme decentralisation is observed here.

The marketing department is totally centralised, thus all promotion plans and forecasting is in one hand.

4. SHAMA FIRE WORKS

The three brothers namely Harish Milwani, Prakash Milwani, Vishram Milwani look after the company. Harish Milwani looks after administration, finance and purchase. Mr. Prakash Milwani after production and Mr. Vishan Milwani looks after sales.

Thus the company is very well centralised in the specific areas of decision making about company matters wherein each brother meets in a formal meeting every evening and decides the forthcoming day's plans and strategies. Other activities are all separate and thus there lies a perfect example of balance of centralisation and decentralisation in the organisation.
5. SNEHA INDUSTRIES -
The proprietor of the firm is Mr. Mohan Borole. He manages the organisation. According to him the Production Manager is given complete authority of production, while Mr. Borole manages finance and marketing.

He says he is still unaware of the degree of centralisation and decentralisation, but quotes that there is extreme decentralisation in production, while there is complete centralisation in finance and market department.

Hence we can see that, even though the firm was established in 1989-90, the management has never given a thought to the degree of centralisation-and decentralisation required in the organisation. According to analysis one can conclude that there exists some decentralisation as for as production of goods is concerned, while marketing and finance is well centralised.

6. RAISONI COLD RETREADS -
Established in 1994 by Nitin Raisoni, there exists 100% centralisation. But the best part of the organisation is the consideration of new ideas from the subordinates and from production manager, account incharge and collection incharge, for the betterment of future plans. Thus the company is well centralised and balanced relating good degree of centralisation and decentralisation.

7. MANISHA INDUSTRIES -
The company information provided by Kailas Agrawal and Pramod Agrawal highlights that as far as centralisation is concerned the company is well centralised in decision making for all major plans, while for other routine matters there is a certain degree of decentralisation. Thus the company maintains a good degree of centralisation and decentralisation.
Other companies where in 100% centralisation is followed are:

1. Mundada Agro Plast Ind. Ltd.
2. Vishwa Bharati Foods Pvt. Ltd.
4. Vega Chemicals.
5. Statlec India Electricals.

Companies wherein there is partial centralisation, involving major decision making and partial decentralisation wherein there is instantaneous decision making, are

1. Chetan Precision Tools.
2. Dharamsi & Dharamsi Oil Mills.
3. Oasis Ceramics.
4. Ajintha Pharma
5. Manisha Steels.

9. **SCALAR CHAIN:**

The Unity of command brings about a chain or hierarchy of command linking all members of the organisation from top to bottom. Thus scalar chain depicts the “Chain of superiors from the highest to the lowest ranks”. Scalar denotes steps in the organisational hierarchy.
1. MAK-TEXT CHEM -
The company follows a specific division of work and a solid hierarchy. Due to this hierarchical chain there is effective communication. The chain begins with Mr. C. P. Rane as managing partner in Mumbai followed by Mr. P. P. Rane working partner in Jalgaon. The different departments are classified as Production, Quality control, Maintenance, Dispatch, Finance, Accounts Marketing and Personnel.

There are 40 workers in the company and because of the scalar chain smooth interaction and communication, upward as well as downward is followed.

2. SATEJ PLASTICS -
Satej plastics is the ancillary unit of Supreme Industry. It meets all the production requirements of Supreme Industry. Thus the unit has a partial division of work, but the best part is, it maintains good scalar chain. The Board of Directors are based in Bombay. There are two Directors Mr. Mahesh Chaniwala and Mr. Jitendra Kapoor while the local management is done by Mr. Vijay Mohata.

Even though Satej Plastics just meets the production requirements of Supreme Industry, it does follow the specific structure of scalar chain which helps in better upward and downward communication.

3. JALGAON CHEMICALS -
In the company there is a specific line of authority for communication, which is only through a proper chain. There are three departments namely production, marketing, quality assurance.

The company follows a scalar chain structure and communication is only through this proper chain in all the departments except during cases of emergency when the chain lies raptured.
4. MUNDADA AGRO PLAST -
The plant is semi automatic and there are around 30 workers working under Mr. Mundada. The company does not have any specific scalar chain as such. It is fully managed by Mr. Mundada and all operations are based on his consent. Thus the concept of scalar chain for better communication does not exist in the organisation.

5. VEGA CHEMICALS -
The company is doing very well since its establishment in 1990-91. The organisation has not looked behind. Today there are around 40 workers working in the organisation, but there is effective communication following the line of authority.

6. SHAMA FIRE WORKS -
There is no chain as such in the organisation. The company is managed by three brothers
1. Harish looking after Administration Finance and Purchases.
2. Prakash Milwani looking after Production.
3. Vishan looking after packaging and sales.
Thus though there is no scalar chain as such there only exist separation or distribution of work and activities.

7. DHARAMSI & DHARAMSI OIL MILL -
A company with a production capacity of 30 tonne per day oil, has a well established scalar chain of communication. Mr. Dharamsi H. Kakkad is the chairman followed by Directors each looking after various departments namely, Production, Quality control, Investment, Finance, Sales and Purchases. Thus
though the company has a partial division of work because of the nature of work, but as far as scalar chain is concerned it has a very well established chain.

8. CHETAN PRECISION TOOLS -
Mr. Ramesh B. Chaudhari proprietor of the company has said that his company of 32 workers and 8 Engineers work efficiently and communicate successfully because of the strict scalar chain.

Out of the 18 organisations, Mr. Ramesh is the first person to speak about upward and downward communication. This is remarkable for a small scale industry.

9. AJINTHA PHARMACEUTICALS
It follows the process of scalar chain very strictly as it says otherwise implementation will be very difficult.

10. KHAMBETE & KHAMBETE -
The company is a family partnership, and the existence of a scalar chain among the 15 workers, is nil. Though the company was established in 1966, but till date it did not feel the need of effective communication nor did it realize the consequence of it.

Other companies with well established Scalar Chain are

1. Manisha Steels
2. Sneha Industries
3. Manisha Industries.
4. Vishwa Bharati Foods Products (only in Production department.)
5. Kogta Import Export Pvt. Ltd.
10. ORDER:
Henri Fayol has explained the principle of order as breaking it into “Material and Normal order”. Henri Fayol followed the simple adage of “a place for everything (everyone) and everything (everyone) in its (his) place”. Thus in simple words fayol suggested that there is a place for everything and everyone which ought to be so occupied. Order or system alone can create a sound organisation and efficient management. Disorder leads to confusion.4

1. SATEJ PLASTICS PVT.LTD. -
The company has two directors placed in Mumbai and the local management here is done by the Vijay Mohata. The management is very scientific in its approach. Since the production process is standardised and there is no repetition as such the order of thing is well maintained. A clear cut floor plan is chalked out and implementation is done on basis of the floor plan. The order is properly maintained and right things find right slots in the company.

2. VEGA CHEMICALS -
Vega Chemicals produce oxide pigments. The product is standardised and Mr.Bhalchandra Patil maintains good order of things in the company. Selection of all workers and supervisors is strictly on merit thereby expecting them to know the norms and condition to be followed during job/works and since it's a chemical plant these continuous things account for a greater role in company’s process. In the company everything finds its proper place which includes the production plant and the maintenance equipments. Thus Vega Chemicals represent another classic example of proper order.

3. SHAMA FIRE WORKS -
Since it is an industry wherein fire cracker are manufactured, it is almost
important for Mr. Harish Milwani, Prakash Milwani and Vishan Milwani to take best of steps to maintain order so as to minimise the risk factor. Accordingly the management has done very well to maintain perfect order in the organisation.

4. DHARAMSI & DHARAMSI OIL MILLS -
Mr. Dharamsi Kakkad the Chairman of the organisation takes utmost care to keep a check over things. As it is an oil mill, quality assurance is very important right from raw-material test to oil percent moisture etc. For this proper order is very important. The management makes it sure that all things remain in right place.

5. MANISHA STEELS -
Mr. Vilas Patil states that the order maintained in the organisation is just 50%. Though the problem is clearly visible which he defined as lack of sufficient place, he says that very soon the management is keen in maintaining complete order in the next expansion plan. Thus Manisha Steels, is aware of its weakness and has plans for betterment with regards to the principle of order.

6. SNEHA INDUSTRIES -
A firm handled by Mr. Mohan Borole is proud of its order maintained in the company and thereby it is a factor to be proud of. There exists a proper line of action and a proper course of channel right from raw material, store, winding, assembly, testing and dispatch.

There is right person for right job, and according to him the first step to maintain order starts from fixing the right person for right job. He believes that diploma engineer must serve as supervisor while workers should be skilled, thereby enhancing job awareness and maintenance of order.
7. RAISONI COLD RETREADS -
“No waste” leads to good order can give is one of the points which has come up while interviewing Mr. Nitin Raisoni. Raisoni Cold Retreads, maintains complete order and believes in ‘right thing at the right place’. The setup begins with the installation of machinery and ends with the right person at right job, thereby giving complete maintenance of order.

8. VISHWA BHARATI FOODS PRODUCTS LTD. -
The Company accepts its difficulty in maintaining order due to the constraints of large number of processes, seasonal changes and lack of availability of raw materials. The company has identified its weakness, though the constraints are severe, but one should always remember, “Problem identify is half solved”.

9. CHETAN PRECISION TOOLS -
As it's an engineering goods company, there are around 1600 permutation and combination of tools available for production. Since the production process is very flexible, around 60% of order could only be maintained. The company does have right selection of personal and assigns right work to the right individual. But still, due to diverse production combinations possible there is only 60% of complete order.

10. OASIS CERAMIC -
The plant runs for 24 hours and the MD. Mr. Lalit Shah is very strict as far as order is concerned. Thus he himself keeps a check over it and tries to maintain complete order.

Other companies maintaining 100% order are

1. Ajintha Pharma.
2. Mundada Agro.


Companies which have partial order are

1. Maktext chem.

2. Jalgaon Chemicals.


4. Statlec India Electricals.

11. **EQUITY**:

An organisation consists of human beings ‘A group of people involved in a joint effort — what modern management calls as team work. A team work does imply all people working together thriving towards a common goal. Hence in such a position equality i.e. justice and kindness must be there based on predetermined custom or convention and adequate joint consultation.

1. **MAK- TEXT CHEM**

The management done by Mr. C.P.Rane and Mr. P.P.Rane is very fair, each member is looked upon equally. Managers have a very co-operative attitude and all workers get equal treatment. As such Mr. Rane confirmed that no one or worker in the company has any prejudice or personal likes and dislikes. Thus the organisation has maintained complete equity in the organisation.

2. **SATEJ PLASTICS** -

The organisation lacks unity and it has always faced dislikes among workers. The management prefers not to interfere with such matters. Thus in Satej Plastics equity is absent.
3. JALGAON CHEMICALS PVT. LTD. -
The company has a fair dealing and equality exists in treatment among the workers. There is proper co-operation among the personnel. About the incidence of prejudice and personal likes and dislikes, it may exists to a small extent but the management does not interfere in such matters. It deals with all members/workers with equity and asks and urges them to obtain results or targets.

4. MUNDADA AGRO PLAST -
Mr. Mundada acts as the whole and sole leader of the company and himself being the proprietor guards the equity. There is only one superior and all others are subordinates; the superior is none other than Mr. Mundada. He has no preferences towards any worker and thus equity is properly maintained in the organisation.

5. VEGA CHEMICALS -
Management treats all workers equally.

6. SHAMA FIRE WORKS -
The three brothers Harish, Prakash and Vishan under three heads guide the company. Their areas of responsibility differs like Harish looking after administration, finance and purchase, Prakash production and Vishan sales and storage. Thus the heads control the organisation effectively and maintain equity amongst the organisational members.

7. DHARAMSI & DHARAMSI OIL MILL -
There is job satisfaction among the workers. This is indicative of equity among the staff. The workers are old and are happy with the management.
8. MANISHA STEELS -
The organisation's management has a different way of looking at the workers as far as equity is concerned. The organisation gives equal status to all semi skilled workers. It says it is difficult to maintain equity for the skilled labour. The quality and efficiency is what matters and some workers are highly skilled while some are not. Thus there is a partial equity maintained in the organisation.

9. SNEHA INDUSTRIES -
The company is proud of the equality of treatment prevailing in the organisation. The atmosphere is of co-operation. The management believes in upward and downward communication. Feedback is the guarantee of efficient work according to the proprietor Mr. Mohan Borole. Hence the company is having excellent equity, there exists no personal likes and dislikes. Every member is satisfied and the working atmosphere is equiable for all.

10. RAISONI COLD RETREADES -
Here proprietor Mr. Raisoni has total confidence in his production manager and believes that he is not influenced by personal likes and dislikes. All members work and they are equal to him. His strong preference for the production manager is also observed. This indicates that the organisation is not following equity for all workers.

11. KHAMBETE & KHAMBETE -
There exists a complete one man show of Mr. Khambete. Organisation runs in a family partnership. Hence there exists complete family preference, and as far as equity is increased it may be maintained among the 15 workers.
12. MANISHA INDUSTRIES -
The organisation maintains its equity for all the workers according to their position and experience.

13. VISHWABHARATI FOODS PVT. LTD. -
Vishwa Bharati foods Pvt.ltd. represents partial application of this principle. Mr.Kishor Mandora, Chairman of the company said the management always tries hard to maintain equity but due to improper and unacceptable behaviour there are certain cases of inequality.

14. STATLEC INDIA ELECTRICALS -
In Statlec India Electricals three supervisors handle all activities of the unit. It is found that there exists complete equality in the organisation among the workers and supervisors.

Some other companies which follow 100% equity are
1. Kogta Import Export Pvt.Ltd.
2. Chetan Precision Tools.
3. Oasis Ceramics.
4. Ajintha Pharma.

12. STABILITY OF TENURE OF PERSONNEL:
“Job Security” is of utmost importance for any individual to perform, even as per Maslow's theory safety needs are the very next after a man’s fulfillment of basic needs. A person needs time to adjust himself with the new work, and demonstrate efficiency. Hence employees and manager must have job security. Security of income and employment is a prerequisite of sound organisation and management.6
1. **MAK-TEXT CHEM**

The organisation has a different viewpoint. The managing partner Mr. C.P. Rane says that they give so much to the workers that there is always low labour turnover, he attributed the reason for management attitude, proper working condition and fair amount of wages. Besides all required amenities are provided + bonus. Thus there are substantial reasons which contributed to ensure that there exists job security.

2. **SATEJ PLASTICS PVT. LTD.**

The company faces high absenteeism, though there prevails a very harmonious atmosphere. There is strict discipline, but as far as workers are concerned their casual attitude is probably due to stability of tenure.

3. **JALGAON CHEMICALS PVT. LTD.**

The Organisation complains of high labour turnover in case of new employment. Though there are 8-10 workers working for last many years, the company has analysed the reasons of high labour turnover, which are:

1. They don't like nature of work.
2. The smell of chemicals.
3. A senior worker earns the same as an income for overtime.

Thus though there is high labour turnover, it is certainly not because of job security.

4. **MUNDADA AGRO PLÁST**

As far as the lowest level workers are concerned there is high labour turnover, but as we move up the organisational hierarchy their is an increasing stability among the employees.
5. VEGA CHEMICALS -
The organisation is very happy; There labour turnover is not high. The company is found to offer the following benefits:

1. Complete job security.
2. Overtime.
4. P.F. and gratuity facilities.

Thus the workers are happy and loyal towards the organisation.

6. SHAMA FIRE WORKS -
The organisation does complain of high labour too., but on its part does guarantee job security. The organisation attributes the reasons for job security and stable work force as:

1. Transportation facilities.
2. Get together.
3. Medical facilities.

7. DHARAMSI & DHARAMSI -
The organisation lays example of an exemplary staff and worker relations. They are at work since years. They are sincere and very particular about the work. Though strict discipline is the buzz word within the organisation, the remuneration and co-operative management guarantees job security and in turn stable labour tenure.

8. MANISHA STEELS -
The information provided by the management gives us an idea about job
security and other motivational incentives leading to labour turnover. It is found that there is complete stability of tenure among the workers in the organisation.

9. SNEHA INDUSTRIES -
Mr. Mohan Borole accounts for his industry's progress in transformer business. He says there is a stability of tenure in case of skilled labour and supervisor because of the following reasons:
1. Non interference in their decision.
2. Targets are set according to their capacity.
3. Other facilities.
Thus skilled labour and supervisor are very happy and satisfied staff implies stable labour tenure.

10. AJINTHA PHARMA -
The organisation regards stability as must in a good organisation. The important facilities are fully provided and rules and regulations are clear. The labour turnover is not high. This also highlights that if the organisation is a Government organisation labour turnover is not high, but does it really imply to efficient working of organisation?. The question can be answered by the organisation's success in the market.

11. OASIS CERAMICS PVT. LTD. -
There is low labour turnover and the organisation accounts the following reasons for this:
1. Job security.
2. Good salary.
3. Vehicles for all supervisors level and above.


Thus the company has satisfied workers indicating stable tenure.

12. **STATLEC INDIA ELECTRICALS** -
The company states that job satisfaction and fair amount of payment plus other facilities guarantees efficient working of the organisation and stability of labour tenure.

Other companies where there is sufficient stability of labour tenure are

1. Chetan Precision & Tools.

2. Kogta Import & Export Pvt. Ltd.

3. Vishwa Bharati Food Pvt.Ltd.


5. Khambete & Khambete.

6. Raisoni cold Retreads.

13. **INITIATIVE**:
Thinking out a plan and ensuring its success is one of the keenest satisfaction for an intelligent man to experience. It is also one of the most powerful stimulants of human endeavor. This power of thinking out and executing it, is called initiative and freedom to propose and to execute. At all levels of the organisational ladder, zeal and energy on the part of employees are augmented by initiative. The initiative of all, added to that of the manager and supplementing it, if need be, represents a great source of strength for business. This is particularly apparent at difficult times; hence it is essential to encourage and
develop this capacity to the full. Much tact and some integrity is required to inspire and maintain everyone’s initiative within the limits imposed by respect for authority and for discipline. The manager must be able to sacrifice source personnel unity in order to grant this sort of satisfaction to subordinates. Other things being equal, moreover, a manager able to permit the exercise of initiative on the part of subordinates, is definitely superior to one who cannot do so.

1. **MAK-TEXT CHEM** -

“Initiative” is welcomed in the organisation. The organisation says it has given liberty to all individuals to think freely and execute plans. The management has no constraints in inviting the workers for suggestions. They say effective communication can stimulate initiative on the part of workers.

2. **SATEJ PLASTICS** -

Though it is just an auxiliary unit of Supreme industries, the organisation closely follows and welcomes ‘initiatives’ taken by individual. The organisation appreciates the initiatives taken by the individuals as they say it enhances the individual performance and capacity.

3. **JALGAON CHEMICALS PVT. LTD.** -

The management feels that the workers in the organisation do not take initiative as required. However, the management does not impose restrictions, it tries its level best to follow the 14 principles of Deming. Quarterly meetings of workers are held. The employees are encouraged to give their views and suggestions, but response so far is not very encouraging.
4. MUNDADA AGRO PLAST -
The plant is semi automatic and the question of initiative does not arise. The organisation is managed by a one man Mr. Mundada. The whole initiative is taken by him and none others. Thus in Mundada Agro Plast, there is least initiative.

5. VEGA CHEMICALS -

6. KOGTA IMPORT EXPORT -

7. STATLEC INDIA ELCT. -

8. DHARAMSI & DHARAMSI -

9. MANISHA STEELS -

10. RAISONI COLD RETREADS -

11. SHAMA FIRE WORKS -
In all the above cases specific principle of “Initiative” is a new concept and hence the very idea is unclear to the management of these units. Thus the respondents were totally unable to provide information about this principle.

12. SNEHA INDUSTRIES -
The organisation proudly declares that it has given full freedom and liberty to all workers to think and execute plans. There exists 100% liberty to take initiative. The open door policy offered by the management encourages and motivates the workers. Thus initiative taken by the workers in turn leads to evaluation of their performances and motivates them for their job.

13. KHAMBETE & KHAMBETE -
Being a family partnership firm, the brothers take complete interest in the
business. The only initiative is taken by them, other 15 workers just work. There exists no open door policy and no initiative.

14. MANISHA INDUSTRIES -
The organisation has all measure set and hence there is no question of initiative.

15. VISHWABHARATI FOODS PRODUCTS -
There is “partial initiative” in the organisation. The company keeps an open door policy. The suggestions are welcomed but the plans made by the higher authority are not interfered with.

16. CHETAN PRECISION TOOLS -
Another organisation, which clearly appreciates initiative, takes and determines performance appraisals is Chetan Precision Tools. The organisation respects initiative and appreciates it. In the organisation there is an open door system, where any member can come, question and give suggestion to the company. The management also knows that their suggestion leads to motivation and effective performances.

17. OASIS CERAMICS -
The company has provided full scope for enhancing own decision making by individuals. They believe that when there is initiatives, there exists an atmosphere of motivation. The initiative leads to high job performance.

18. AJINTHA PHARMA -
The question of initiative does not arise in case of Ajintha Pharma as the organisation management says the work is set according to their set standard. The organisation does not give any importance to initiative taker. Thus workers work according to the set norms and initiative takers are least in the organisation.
14. ESPIRIT - DE - CORPS:

"Union is Strength". Union among the personnel of a concern is great strength in that concern. Effort then should be made to establish it. Among the countless methods in use one has to single out specially one principle to be observed and two pitfalls to be avoided are -

a) Misguided interpretation of the motto "divide and rule"

b) The absence of written communication.

a) Personnel must not be split up: There is no merit in sowing the seeds of dissention among subordinates. Any beginner can do it. On the contrary real talent is needed to co-ordinate effort and encourage, using each man's abilities and reward each one's merit without using possible jealousy and disturbing harmonious relations.

b) Absence of written communication: In dealing with a business matter or giving a very simple and quick way is verbal communication. It is well known that differences and misunderstanding which a conversation could clear up grows more bitter in writing. Hence it follows that, whenever possible contacts should be verbal. There is a gain in speed, clarity and harmony.

It is not merely by the satisfaction resulting from harmony prevailing between employees within a department, that the power of unity yields commercial benefit. Unions/association of every kind play an important part in business management. What goes without saying is, "Espirit- de- corps. Spirit of co-operation is the foundation of a sound organisation.

1. MAK-TEXT CHEM -

The organisation follows the quote 'Spirit of Co-Operation' among the
employees. Unity demands co-operation and the company maintains it. There is dual co-operation management — worker and worker — management. This helps in maintaining spirit in the organisation.

2. SATEJ PLASTICS -
The organisation gives no relevance to the 14th principle "Espirit-De-Corps". The management proudly says that it discourages unity. It can be clearly related to the 'Divide and rule' type of management. But certainly by doing so the management destroys a few golden rules, like pride, loyalty and sense of belonging. The management lays emphasis on discouraging unity but encourages co-ordination and co-operation. It does not realise that it is just contradictory and without co-operation unity cannot exist.

3. JALGAON CHEMICALS PVT. LTD. -
Jalgaon Chemicals Pvt. Ltd. strictly follows the principle of team spirit. There is unity among the workers. The organisation believes in team spirit. Coordination and co-operation lies high in the company workers. The organisation celebrates get-together annually and festivals like Ganesh utsav etc. This is important as it helps in relationship building, to further enhances unity. The organisation is planning for picnics, child welfare scheme etc. The harmonious relationship with each other and cordial relationship among management and workers helps in a better working atmosphere and employees loyalty towards organisation.

4. MUNDADA AGRO PLAST IND. LTD. -

5. STATLEC INDIA ELECTRICALS -
The two units are run by a sole leader and as per the respondent information we concluded that there exists partial application of this principle “Espirit-De-Corps “.
6. VEGA CHEMICALS -
Mr. Bhalchandra Patil, the proprietor of the firm proudly declares that there is unity among the employees. Vega Chemicals believes in team spirit. There is proper co-ordination and co-operation. Employees are loyal and are proud to work in the organisation. There exists a spirit of co-operation in the company. Mr. Bhalchandra believes that the employee should create a team spirit among the employees. This is a very highlighting feature in the organisation.

7. SHAMA FIRE WORKS -
Managed by three brothers, the organisation is sound as far as unity is concerned. There is unity and co-operation between workers and between workers and higher authorities. The management feels it is for the management actually to create the spirit among the employees. The technique adopted by the management is to pick the trouble shooters, rectify them and create a favourable works atmosphere. This is the reason says the management that there are workers who are working in the organisation for last many years i.e. they are extremely loyal and loyal employees is the essence of unity.

8. DHARAMSI & DHARAMSI -
"Union is strength" is a highlighting feature clearly visible in Dharamsi and Dharamsi oil mills. Though workers are working under strict discipline but sincerity, co-operation and perfect co-ordination are the strong foundation of the organisation. There are loyal workers working for several years in the organisation. Thus team spirit clearly exists in the organisation.

9. MANISHA STEELS -
Mr. Vilas Patil governs strict discipline in the organisation. He says our quality is of utmost standard and discipline makes it all possible. But the organisation
has high standard of equity co-operation and team spirit. Workers have understanding among themselves and work with team spirit towards accomplishment of organisational goals.

10. SNEHA INDUSTRIES -
Mr. Mohan Borole, the proprietor of the organisation strongly believes that it is for the management to create team spirit among the workers. Since the management is aware of this thing, it tries hard to create team spirit. Workers work co-operatively towards organisation goals and there is complete team spirit and unity.

11. RAISONI COLD RETREADS -
Mr. Nitin Raisoni has no strong belief over “union is strength “statement. He says there does not exist any question about the unity as there is job specification. Thus it could be clearly stated that Unity does not exist in Raisoni Cold Retreads.

12. KHAMBETE & KHAMBETE -
Though the organisation runs totally in family partnership basis but it has clearly recognised the needs of unions and co-operation. The management remains highly concerned about the safety part of organisation and is strict as regards to discipline. But management is extremely co-operative and promotes team spirit. The success of the organisation is all due to the underlying co-operation and unity among the workers and the management.

13. MANISHA INDUSTRIES -
The management always tries to create team spirit among the workers. The workers work co-operatively and the management is also co-operative with the employees. It maintains a open door policy for employees and problems
and suggestions are welcomed. This makes a strong employees management relationship. Thus their prevails a strong ‘Unity’ in the organisation, all as a team working towards the success of the company.

14. VISHWA BHARATI FOODS PRODUCTS -
The management says there is unity at worker level, but there are certain problems regarding vertical level of unity. Though management tries hard to maintain the team spirit, illiterate workers do not appreciate the need. Hence there is partial unity in the organisation. The organisation management is aware of it and is working towards it.

15. KOGTA IMPORT EXPORT PVT. LTD. -
Mr. Pramod Kogta incharge of the production department says he tries hard to build team spirit among the workers and is successful in doing so. There exist strong union among workers. The management is very co-operative and keeps open door policy. The participation in decision making and appreciation motivate the employees and keep them united as a team to work towards accomplishment of goals of the company.

16. CHETAN PRECISION TOOLS -
Mr. Ramesh Chaudhari proprietor of Chetan Precision tools takes utmost care to maintain team spirit. If there is any problem the management solves it promptly so as to maintain complete atmosphere of co-operation and team spirit.

17. OASIS CERAMICS -
Management is keen on team spirit. In fact the organisational success is partially related due to the co-operation and team spirit underlying in the organisation. “Less of Me And More of We” is the buzz word in the organisation. Workers
are loyal towards the company and in turn management gives them all facilities so as to keep happy working atmosphere, strengthening co-operation and healthy relations in the organisation.

18. AJINTHA PHARMA -
Unity was the centre of the organisation's success till last year, but since then there has been a different attitude among the employees. There is complete jobs security as a result of which team spirit towards goal accomplishment does not exist any more in the organisation. Thus there is no Unity or team spirit in Ajintha Pharma.

SCORING:
The researcher has made an attempt to quantify the status of each of the 18 units vis a vis Fayol's principles by allotting them a score for implementing each of the 14 principles.

The scoring is done on a 3 state scale

0 points to the unit which fails to implement the principle.

50 points to those units which partially fulfills the principles, and 100 points to a unit which successfully implements a certain principle.

The overall score of a unit is thus out of a maximum of 1400. This can be referred to as "Fayol Score" of each unit.

There is a certain subjective element in allotting the points; the allotment of points is however justified by actual observations with respect to each units narrated earlier.
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