PREFACE

The globalisation has changed the basic elements of organisation structure and source of authority and relationships. The management organisation in these terms, means, first identifying the work that must be accomplished to attain objectives and then grouping that work in logically related and balanced position.

The changing concept of organisation required distinction between the formal, defined and highly structured organisation and the informal, personal organisation. Both forms are necessary to exist.

The issue of structure is wholly concerned with effective structure because structure is required for effective organisational operations. So it should facilitate effective performance, characteristics of effective structure include clear lines of authority and accountability, effective determination and integration, well developed and clear communication and information processing system.

All enterprises needs four 'M's i.e., Men, Material, Money and Machine as a resource in order to achieve its goal. Among all men are more important feature than others. Traditionally, our supplies of industrial and commercial manpower were thought to be governed by the same complex of market forces i.e. demands and supply. More recently, government and industries have realised the inefficiency of such forces in producing supplies of suitable qualified people with the concept by which an enterprise ensures that it has the right number of people, the right kind of people, at the right places, at the right time doing work for which they are economically the most useful and hence manpower is no longer treated to be a commodity to be bought and sold to sub-serve the needs of the industry.

Now-a-days management is the development of people and not the direction of things. Currently, the commodity approach to labour is outdated and
stand rejected. This is true because the public sector enterprises in India is treated to be a model employer and for a better and cordial relation between employer and employees. The First Five Year Plan proposed four things in this regard.

1. The public sector should set the pace and serve as model in respect of wages, working condition and welfare amenities.
2. The benefits of all labour laws applicable to the Private Sector Undertakings should be made available to workers of the public sector.
3. The Board of Director of Public Sector Undertakings should consist of persons possessed of sympathetic appreciation of labour problems and
4. There should be no progressive participation of labour in running of the money matter of undertakings so that the worker feel that in practice as well as in theory they are partners in the undertakings.

Today the society which is technologically more sophisticated, demands more than selection by choice and development by opportunity. It demands more manpower and more people to work.

Certain sociological factors have worked together to help the situation of demanding many more skilled professionals the class barriers have largely disappeared enabling all levels of the population to aspire to managerial posts.

However, the demands for managerial talent has resulted in a realisation that human activities which make peculiar and particular demands upon those who undertake it and the numbers needed, if these demands are to be met steadily increasing. The ratio of managers to work in specific areas will have a greater demands.

Since Heavy Engineering Corporation (HEC) is loss making company and the management of manpower is in a poor state, it would be worthwhile to study organisational structure, manpower planning and executive development in the corporation.
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