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7.1. Introduction:

After introduction of management education in Maharashtra in 1967 by Dr. M.S. Gosavi in Gokhale Education Society’s Management Institute, in 1967 first time in India, Management education received tremendous impetus, Now Maharashtra is leading in this field. The Human Resource Development Network (HRDN) was conceived by eight like-minded HRD professionals in 1997 (they are called Founder members), it has grown steadily over the years. It originated as a network of professionals and a platform where they could share innovative ideas and emerging concepts globally in the field of development and then acclimatize and practice them at national/regional level. This study will be conducted in a systematic manner by formulating basic theoretical frame of human resource development in Management Science. The basic works of Lain Henderson, Michal Armstrong have been used to develop global and local perspective.

Small scale industries in India in general and Maharashtra in particular are undergoing through transition. In this process, the SSI can be boon for their future development. HRD play a key role in industrial development. The HRD strategies can help to improve the quality at one side and productivity on the other side. HRD can benefit small scale industries on large scale. The Human Resource Development is a framework for the expansion of Human capital within an organization through the
development of both the organization and the individual to achieve performance improvement and the staff working in these industries.

The most interesting finding of this painstaking research work is that these SSI units have flourished which are using HR strategies for their all round development.

The SSI units are improving in a systematic manner and they are trying to develop HR strategies suitable for their financial status and conditions. Their partial success lies in their creative experiments and efforts. Each SSI unit has developed its own HR style based on its own experiences, efforts and innovative practices. They prefer to evolve their own strategy to face new challenges as per their needs and principles.

The study of HR problems in SSI in Maharashtra state brings us to our notice the following three major facts:

- The SSI units require further more training and orientation to face the challenge of globalization. They can improve their quality in products and services only on the basis of such training.
- The SSI today mostly depends on consultancy services and they impart training on the basis of guidance received by consultants and advisors. They also assign training work to certain expert organizations operating as training agencies. Their expert advice and well designed HRD programs help them to seek way out in crisis.
- Government should develop such an ideal HRD agency to provide guidelines to SSI units in the state. The role, relevance and effectivity of such training systems depends on neatly organized and well developed system evolved for HRD system.
After careful explorations of this research work, now major findings have been placed here.

7.2. Major findings:

- There is need to study factors contributing the effective development of SSI units and HR plays a key role in total human development of SSI units. Hence special care must be taken to improve the quality of the products and services of the SSI units in Maharashtra state.

- HR approach to SSI units has improved the health of industries both economically as well as in the building of management patterns suitable to the local conditions. The HR efforts made by SSI units have led to the overall quality consciousness at all levels.

- Many SSI units are sick and lack of training is one of the important factors which can be improved systematically. The symptoms of industrial sickness can be observed on the basis of the economic health of these budding industries. Proper training in all major areas can improve their health at all levels.

- This study regarding myth and reality of ideal SSI units has proved that due to HR efforts, SSI units can be profitable both in financial and productivity perspective. Due to added HR system the SSI units have flourished in all respects. The success story of such SSI units reveal that value added SSI units have developed more effectiveness.

- The study of HRD in Maharashtra state revealed that problems in healthy future course of time. The HRD problems of SSI units are complex and they require special treatment. Thus a comprehensive
policy is required to face various HRD problems of SSI units in the state in 21st century.

• The study effectiveness of HR tools and techniques for the future development of SSI units in Maharashtra, conducted in this work shows that in order to strengthen the SSI units there is need to develop an autonomous training agency for training of such SSI units to solve their economic, technical as well as manpower problems in the future course of time.

• After conducting the critical study of the role played by various agencies both in intellectual and technical support to SSI units revealed that there is a need to correlate the HR efforts. The units like SICOM, MSFC, and MCED must develop a chain to support HR efforts of SSI units. The financial support can be well planned and experts’ opinions can be noted to develop such related efforts together in a systematic manner.

• There prevails communication gap between the trainers and entrepreneurs’ regarding HR development. In order to bridge this gap serious efforts must be made to highlight available resources, agencies and training industries. There should be a 24 hour continuously services, where SSI units can call on telephone and seek advice at a right time and at right place.

• After understanding empherical problems of training and counseling for SSI units and there is a need to develop suitable model for local industries. Such suitable training model can be viable if the new model is used for proper support. All the three stages experimental, progressive and mature SSI units can develop such model suitable for their economic health. All such efforts can lead to healthy development of SSI units. Such new model can be well developed by experiments and observations.
The HR can improve the health of small scale units by the adoption of both own HR wing or outside consultancy services. Further quality improvement can be possible through HR by adopting new tools and techniques for getting ISO 9000 certificates. In this area new IT based CDs and VCDs have been developed by various agencies and they can be used on right lines in a systematic manner. Such sincere efforts can lead towards a positive change in the future.

**Suggestions:**

The following suggestions can be made to improve the HR status in SSI units in Maharashtra.

- Special counseling cell must be established to resolved complicated problems of SSI units in Maharashtra state. This unit must be established in backward region in order to facilitate SSI units to get ready consultancy.
- In order to help the sick units of SSI special HR strategy must be developed to control wastage of resources, time and money to help them.
- The SSI units require special guidance for organizing specific training programs. State government should establish separate training centers for SSI units.
- ISO 9000 training programs must be specially designed for emerging SSI units to strengthen their HR needs.
- The SSI units in Maharashtra state must be given training of IT. They should be guided for developing web sites, designing training programs, use of internet as well as use of portals for training purpose. Computer based learning must be a new strategy, which
HR should accept. Further CDs and VCDs must be prepared for counseling as well as for training of SSI units.

- Every SSI units must be given guidance for establishing a small HR unit suitable for its functioning in day to day working.
- Low priced counseling and training packages must be developed in the form of CDs and VCDs as well as young trainers must be appointed to visit and train SSI workers, supervisors and managers as per their needs.

These suggestions are outcome of the field study conducted for this research work.

7.3. Chapter summary:

The basic contribution of this research work in each chapter has been presented below:

Chapter I: The concept

In this chapter the concept of HR, SSI has been elaborately discussed. The present economic status of industries in Maharashtra in general and SSI units in particular has been highlighted. Further objectives, significance and future line has been pointed. The nexus of this chapter is based on providing background to this work, which has led to the proper understanding of the research problem. In this chapter basic concept of SSI units has been described and various dimensions of HR in SSI units have been analyzed. A critical study of these factors revealed that in the Maharashtra state the SSI units are conducting HR programs in consultations with various training units as well as experts in the field.
Chapter II: Research design

In this chapter descriptive research design will be suitably illustrated. Important stages will be discussed. 100 SSI units have been surveyed. The trainers and HR experts were interviewed to support the field survey. Further primary and secondary sources of data collection have been used. The descriptive research design used here has been very well explained in a systematic manner. While using this design different steps were followed systematically.

The present work is related to descriptive design. It has been rightly stated that “Descriptive studies are the ones that aim at describing accurately the characteristics of a group, community or a group of people. A researcher may be interested in studying the people of a community, their age composition, sex composition, caste wise distribution, occupational distribution and so on.” The descriptive studies require authentic and valuable sources which can describe facts about the time, space and period of the problems concerned. There are many reports available on SSI on national and international level. It has been stated that “It is understandable that when one does not know anything at all about a problem, he must attempt to understand it in a general way before beginning to make specific the various aspects of the subject. They chose to describe what they thought to be important and interesting unconcerned with any rigid rules of scientific proof. Even such reports had their importance, for the development of SSI in Maharashtra.” Descriptive studies often provide a jumping pad for the study of new areas in commerce and management. Freud remarked that
“the true beginning of scientific activity consists in describing phenomenon and then in proceeding to group, clarify and correlate them.”

The study of SSI can help to develop new HR practices

It is true that “It may not be very useful to conceive of descriptive research only a phase on the evolutionary continuum of researches. This is so, firstly because a piece of descriptive research may be of important scientific value in itself, although it cannot be generalized to apply to other situations. It can provide information which is of value in policy formulation and secondly, because the notion of stage assumes that we have knowledge about the various stages in the supposed continuum.”

The role of HR units can be illustrated in this design by adoption of this method.

There is a need to avoid bias. It is true that “The procedure to be used in descriptive study must be carefully planned since here the aim is to obtain complete and accurate information. The research design for these studies must make a much greater provision for protection against bias. Because of the amount of work involved in descriptive studies concerned with economy in the course of research is extremely important. Consideration of economy and protection against bias permeate every stage of the research process. “

The bias can be avoided by making serious efforts. It has been observed that SSI units are product of the social environment and training can expose SSI to improve themselves to face new global competitive environment. It has been further observed that “The first step in descriptive study is to define the question that is to be answered. Unless the questions are formulated with sufficient precision to ensure relevance of the data collected to the questions raised, the study will be fruitless. It
is necessary to formally define the concepts entering into the question and also to indicate how the concept is to be measured. Considerations of economy would need to be entertained at the stage of specifying the research questions. This restricts the area of the study of bounds of manageability”.

**Here the following questions have been set:**

- Whether the role of HR in SSI development is rightly understood by earlier scholars?
- It evaluation of HR of SSI has been made justifiably?
- Is it objective and balanced?

It is true that “After the problem has been formulated specifically enough to indicate what data would be required, the methods by which data can be obtained must be selected. Tools for collecting the information must be devised if no suitable ones already exist. Each of the various methods of data collection – observation, interview, questionnaire etc. has its peculiar advantages and limitations. The researcher would have to consider the nature of the problem, the scope of the study, the nature of respondents, type of information needed, the degree of accuracy needed etc. and in view of these balancing the gains and losses should select one or more methods of data collection.”

It has been observed that “In many descriptive studies, the researcher wants to make statements about some specific subjects. However, it is rarely necessary to study all the people.”

There are two types of sources Primary and secondary. Kothari has noted that difference between primary and secondary sources must be made to bring more useful approach.
Record is a primary source and in this category letters, contracts, content records, census of population, diary, autobiography etc. are included. In the secondary sources based on primary sources, reports, written on these events also include in secondary sources. Here SSI reports, SICOM annual reports, and Maharashtra state Survey economic report have been used.

All these published documents and reports have been extremely used in this work.

**Chapter III: Review of Literature**

In this chapter review of literature has been undertaken. The relevance of review was highlighted, limitation of earlier studies were described. The study of review has helped to overcome many problems.

**Chapter IV: SSI Units in Maharashtra**

In this chapter current status of SSI units has been specifically highlighted. A brief comparison of SSI units in various regions has been made on the basis of SICOM reports. Further information available in Maharashtra 2012 has been collected from published reports as well as web sites.

A careful and critical study of SSI units has lead to the new understanding of the subject. A socio economic and cultural background of SSI units further revealed that the services of SSI units depend on the work culture adopted by these units.
Chapter V: HR problems in SSI units:

This chapter is the backbone of the present study and it is a perfect presentation of field study. Further in this chapter HRD problems in the SSI units have been surveyed and various tools and techniques of training and counseling adopted by them have been examined. This chapter has provided graphical review of HR status in SSI units. The survey report has been presented with graphs and tables used here in a systematic manner. The brief report on insight stimulating cases has also been presented.

Chapter VI: Critical analysis in management perspective:

This chapter is based on earlier review of SSI units. The data has been presented to provide current picture of HR tools and techniques as well as different counseling methods used by SSI units. This chapter has finally presented critical analysis of the problem in management science viewpoint. The various aspects in the field work have been brought to the light. The HR problems have been examined here on the basis of critical approach. The various theme and expert opinions have been testified and the entire problem has been studied here in a critical perspective leading towards new understanding of the problem.

Chapter VII: Conclusion:
This chapter has been based on chapter summary, and major findings as well as suggestions. A new theoretical framework has also presented at the end. This chapter has aptly proved a new theoretical framework
about the problems and has lead to new understanding of the problem. Epilogue has been presented and a new subjects on research have also been presented here. This chapter is based on new vision and new perspective in a new age of globalization.

7.4. **New theoretical frame:**

After this careful research work new theoretical frame has developed which state that:

- SSI units in Maharashtra lack a great deal HR support. They can be improved by providing new dimensions and new approaches.
- The SSI units can be improved both in quantity and quality by developing HR strategies. Hence new modes and methods must be developed to improve quality in the competitive age in the post globalization era. There is need to develop a new network of training in a systematic manner.
- In the future course of time there is a need to develop a well-designed model for future course of time.

7.5. **New Model:**

A new training model can be suggested:

\[ R \rightarrow A \rightarrow CE \]

\[ R = \text{Research} \]
A = Action program
C = Communication
E = Evaluation
CE = Continuous Evaluation

**Epilogue:**
The SSI units have to further develop HR strategies in new age. The Harvard Business Review has pointed that On these lines we have to make such specific changes in our system in the future course of time in a planned manner.

**The last word:**
The future of HR in SSI units depends on quality training programs. The SSI units have to arrive at sharp focus to face the issues in a systematic manner.

The future of SSI units in Maharashtra is bright and we have to make necessary changes in our system to develop a new training design. A grass root level of the problem shows that there is need to examine the issue and undertake new research problems such as:

- New training mechanism
- Use of ICTs in HR training
- The suitable training syllabus for SSI units.
- The post globalization era in SSI units.

All these aspects can be well studied in future, which can led to ushering a new age.
References: