SUMMARY & CONCLUSIONS

In the overall development of a society we require the co-operation and active participation of the different sections of society. Among different systems of development, service organisations have been playing a significant role in different fields of development. In the recent past, management science has become an important tool in every sphere of human activity. In most of the cases, management aims at maximising profits by adopting various principles of management science. Of late there is a great emphasis even in a system of management where an organisation adopts different management techniques to achieve certain goals, which are the ultimate for an organisation. A good management must operate in such a way that the objectives governing it are optimised. In the context a useful approach which is now increasingly being made use of, is management by objectives. Management By Objectives (MBO) has become a comprehensive management, planning, controlling the organisational structure, culture and style. It involves multiple levels of accountability. So that every executive in the organisation is held responsible for achieving specific results in specific areas of the organisation.
In India, Christian missions have been involved in extending education, health and social services for the upliftment of the poor. Before attempting to analyse the process of management in Christian missions an attempt has been made to review the views of various experts on management process to understand the different dimensions of management in Christian missions. For instance, the contributions of Maslow, Herzberg, McGregor - Likert, Brace and Montain, have been reviewed in the study.

The implementation of the principles of management is observed in most of the Christian institutions. A growing social sense today requires that the person or group remains as institution should not be an exclusive manager or administrator but should rather be animating force binding together the endeavours of others. There is a general agreement that the management of Christian missions is based upon flexible approach. The main principle that operates in these institutions is that of planning. Planning is an essence of management. It requires the determination of the objectives, overall goals, policies, and procedure. Every Christian organisation or institution has its own managerial objectives. This has become a comprehensive management planning and control technique and is framed to affect the entire organisational structure, culture and style. Generally in Christian missions there are multiple levels of accountability whereby every individual in the organisation is held responsible for achieving specific results in specific
areas of organisation. Every Christian organisation undertakes different kinds of activities. Each activity has a subordinate goal. The realisation of subordinate goals helps in the attainment of the general goal. This creates a hierarchy of goals in Christian missions.

Christian institutions and their overall growth recognise the importance of different principles of management. For instance, planning and directing are core areas of managerial process because they are involved in translating the objectives into various work processes. Directing implies the outflow of orders or instructions that are clear, complete and within the capabilities of the subordinates to accomplish. Communication determines the quality and climate of human relationship. Control is the process that measures utmost performance and guidance towards some pre-determined goals. The system of control lies in checking existing actions against some described results determined in the planning process. In control process there will be a predetermined goal, plan, policy standard, norm and decision rules and an inbuilt mechanism for adjusting variations in one or more of the process.

The genuine Christian missions in the fields of education, health care and social services have a long history in India. In the context of important human basic needs there is a need for support especially in disadvantaged areas and sections of the society. Here Christian missions
have been playing an important role in providing necessaries like health, education, food and shelter. They are unique in managing different services in disadvantaged areas and also among disadvantaged sections of the people in the society. The case studies in the study explain that the services of Christian missions are aimed at providing education, health and social services in most disadvantaged areas of Andhra Pradesh. For instance, Rural Development Trust (RDT) has been providing help and care for different disadvantaged sections of people in one of the most backward and highly drought prone area i.e., Anantapur in Andhra Pradesh. Similarly, inspite of their long history of involvement in educational services, recently the educational services in Pulivendla which is again most backward region of Andhra Pradesh is a case in point. Moreover, the necessity of health care in highly populated Andhra Pradesh coastal towns, particularly in Guntur will explains the commitment of Christian missions in health care services for disadvantaged sections in coastal region. St.Joseph Hospital, Guntur is an example of their commitment for value based services. Hence, there is an ample evidence that Christian missions are committed to the principle of upliftment of the poor and needy in Andhra Pradesh with a unique system of service management.

Education is a process which contributes to the development of human resources. Since independence various efforts have been made to spread the education for different sections of the people in India. Both
government and non-government agencies, secular and religious agencies
have been involved in educational management of India. Christian
missions, right from the days of colonial rule have been actively involved
in educational management. Christian missions have made a concerted
effort to provide education needed for the overall development of an
individual. They were committed to provide educational facilities
specially to the poor, weak and downtrodden. Since beginning Christian
missions have been involved in providing educational facilities to the
weaker sections of the people in the society which includes Scheduled
Castes, Tribes and Backward Communities. Over a period of time
Christian missions have involved in providing traditional as well as
professional based education. It is observed that Christian missionaries
have been flexible in their approach to provide need based education
along with value based education. It is noticed that the growth in girls
students admission as well as SC, ST and BC students admission explain
the significance of Christian missions commitment to help and external
education to the needy and the poor. The improvement in results in
Loyola College at Pulivendla reveals the efficiency of educational
administration by Christian missions.

Moreover it is observed that there is significant change in the
conduct and culture of students who have passed out from Loyola
College, Pulivendla in the last few years. This is probably due to value
based training along with traditional education.
Apart from the things mentioned above it is observed that there is a clear cut division of power and responsibility among all employees working in different educational institutions run by Christian Missions in Andhra Pradesh. Even though different incentives are provided to employees, there seems to be a gap between reality and expectation. Employees express a desire of higher level of monetary incentives. The present planning is not sufficient in the context of education management by Christian Missions in Andhra Pradesh. There is a need for change in the policy and planning of educational management by Christian Missions to meet the requirement of fast changing requirements in the country and the globe as a whole. Of late there is a great demand for professional and technical education. Hence the Christian Missions have to gear up to meet the demands of the modern market based economy. However, there is also need for value based professional and technical education for peace and prosperity in the society. It seems this is possible through religious institutions like Christian Missions in Andhra Pradesh. The study revealed that most of the higher educational institutions run by Christian Missions are located in urban and semi-urban areas of Andhra Pradesh. It is also noticed, that the opportunities for admission into these institutions are based on competition rather than compassion. The basic Christian Principle of compassion has not been practised. Hence, Christian Missions should consider competition and compassion in their approach of admissions to higher education. Moreover in the present
system of Missionary Education it seems there is bias towards rich and bright students rather than poor and average students. The objective of educational management service by Christian Missions will be more meaningful, if they emphasise their attention on really disadvantaged students in the society. This requires some change in planning by Christian Missionaries.

Some of the incidences in Mission Educational Management shows a weak legal supporting system. Apart from religious ethical support to manage different sections of the employees, there is also need for legal support system for better management of education by Christian Missionaries in Andhra Pradesh.

Many agencies both Governmental and Non Governmental Organisations (NGOs) are involved to uplift the poor and downtrodden in Andhra Pradesh. Apart from these agencies, religious institutions are also directly involved in the process of upliftment of the poor and weaker sections. Most of these agencies, prepared different kinds of plans and policy programmes to improve socio-economic development of weaker sections. In the case of Christian Missions there is a long history of their involvement in the empowerment and upliftment of the poor and downtrodden sections of the country. They have evolved various social and economic strategies to improve the life of the poor and the needy in
the society. Generally, Christian Missions prone to select highly backward and difficult regions in Andhra Pradesh.

In Andhra Pradesh Christian Missions have established a separate body called Andhra Pradesh Social Service Society (APSSS) to plan and execute different programmes of assistance for the upliftment of the poor. The main function of this society is to assist and to engage in social service activities aimed at improving the economic, educational, medical, and social conditions of the poor, destitute and the members of the backward community. In the state of Andhra Pradesh there are large number of Scheduled Castes, Scheduled Tribes and Backward Classes who constitute a major percentage of landless sections. Nearly 70% of the population depends on agriculture. Droughts and famines are common in the state of Andhra Pradesh. In view of continuous natural calamities and insecurity for the poor, there is a need for support of the poor by different agencies.

It is observed that Christian Organisations have been actively involved in drought prone and cyclonic regions of Andhra Pradesh. In the state APSSS methodically divided its operations into 12 Diocese cells. These diocese cells are responsible for planning, execution and monitoring different developmental programmes for support of the needy. In the execution of various programmes it is noticed that there is a clear-cut hierarchy in the Christian Missions to make welfare
programmes more effective in the state. It seems there is a pattern in the approach and implementation of various programmes by the Christian Missions in Andhra Pradesh. Even though religious authority is involved in the management of social services there are no incidents of religious compulsions in the operation of social services.

The sense of implementing of various social services by Christian Missions basically depends on effective communication strategies. In Andhra Pradesh Christian Missions adapted different media of communications to explain the importance of various welfare programmes at the grassroots level. The success of any programmes depends upon effective communications. In this aspect they have succeeded more than any other voluntary organisation. It is observed Christian Missions succeeded in this direction more than the other organisations.

Rural Development Trust (RDT) as an agency of Christian Mission has been involving in social welfare programmes for the past three decades in Anantapur district. As Anantapur district is drought prone and highly backward, needs a special attention by the government and NGO’s organisations. Hence, Rural Development Trust a Christian NGO has taken up broadly seven kinds of programmes namely Education sector, Health sector, Women programmes, Disability sector, Ecology sector, permanent drought programme and housing programme. All
these programmes depending upon the necessity have spread over the 1000 villages in Anantapur district. These programmes have been executed by more than 850 trained volunteers. The primary target groups in its integrated development programme are dalits, (Scheduled Castes) Tribes, (Scheduled Tribes) and economically weaker sections. RDT's target groups are the poorest of the poor not only economically but also socially, politically and educationally. They have been the worst victims of the prevailing caste system being the lowest in social hierarchy. Hence, they have been trying to transform the society into a human, compassionate and just society. Inspite of long history of service RDT some times could not implement certain programmes because of failure of understanding the dimensional problems. The inherent weakness of expecting more monetary benefits from the organisations made volunteers less effective in their job execution. It appears RDT sometimes failed to motivate the volunteers who are working at grassroots level. Volunteers working at grassroots level should be motivated by increasing monetary and other incentives. RDT has fairly succeeded in identifying problems of rural society in Anantapur. However RDT has not been quite successful in the context of implementing programmes because of many reasons like non-cooperation from the public, less commitment on the part of the volunteers and interference of the government.

Inspite of some achievements in implementing some poverty alleviation programmes, there are areas where Christian Missions
required proper management of social services. Christian Missions have been trying to improve their efficiency in implementing social service programmes by trial and error method. There is no proper accountability on the part of employees in implementing social service programmes. This improper and adhoc planning results into weak implementing of the programmes. Hence, there is a need for both value based as well as management with scientific approach.

Among different social services health care service occupied an important place in the development of the society. The overall development of the society fairly depends on the health standards of the individuals as majority of the poor people fail to maintain health standards. They need more attention in the context of overall development. As Christian Missions are dedicated to the development of the weaker sections they have been involved in health care services for the poor and needy. Christian Missions have established large number of health care centres both in rural and urban areas. To increase the quantum of benefit there is a proper management of funds and expenditure. It is observed that the services in majority of the health care centres run by the Christian Missions are more satisfactory compared to the other health care centers. The religious trained volunteers and other medical experts have been fairly committed in executing their tasks in health care management. However it is noticed that volunteers and others who are involved in medical service management are not satisfied with
the monetary incentives. Hence there is a need to increase the incentives to extract more service from these people. Proper planning is required based on the religion to improve health care management.

Christian Missions are actively involved in such areas wherever government and other agencies are not extending required medical care. Mostly Christian Missions are keen to extend medical services in remote rural areas of Andhra Pradesh. It is observed that Christian Missions failed to introduce modern sophisticated medical kits to treat patients in rural areas. If they want to continue their services in rural areas and gain the confidence of patients, Christian Missions have to improve their quality of service.

Sometimes in view of the complexity due to the increasing size of the Christian Missions, the recognition or identification of appropriate times of different volunteers at different levels in different fields is becoming a difficult task. Hence the quality of service may fail to improve over a period of time in the management of Christian Missionaries.

It is noticed that the monetary benefits and physical fringe benefits are to be increased in order to motivate and encourage to improve the management services by the volunteers in most of the Christian Missions. Moreover there is no strategy to sustain the service motive among the volunteers in Christian Mission medical centres.
Inspite of Christian Mission's recognition of different people of management they are yet to equip themselves to meet different complex legal problems regarding the management at various levels. Hence Christian Missions should include legal implications in their management.

This study is a humble endeavour to discover the deficiencies and successes of Christian initiative in the development of educational, health and social organisations in Andhra Pradesh. This may help in better planning of strategies to evolve management techniques which would help the organisations in fulfilling their objectives.