Chapter - 11.

The summary & the conclusion.

1. Scope.

A good deal of discussion has been made to analyse the minute details of traffic operation under Durgapur Steel Plant with a view to locate the inefficiencies on the way of its fair operation. Elaborate attempts have also been made to specify the remedial measures to come out of this sorry state of affairs to give a gallop to its performance in near future; but time and again it has been noted that these are never the isolated factors found only in that sector; whereas these are almost the common drawbacks prevailing in all the public undertakings, the fates of which are still being balan- ned in trial and errors and that is never an encouraging phenomenon specially when the national economy at large for its progress depends largely on their success in general.

Some millions of rupees have been invested in productive sectors since independence and it is always expected that a fair amount of return may be attained from them to take up further development programmes. But, it remains a fact that the net outcome is not surely as encouraging in most of the cases, leaving a clear scope of rethinking over the current trends of their operations.

The working of the planned national economy sectors are quite often severely criticized from different responsible corners. Nevertheless, the sectors have surely not done fair justice in the context of the expectations projected around them.

And, it has already been elegantly established that
Operational management in practice there is cutting a very sorry figure in discharging assigned duties and it has also been fairly established that the prevailing worst state of affairs may be significantly improved simply by toning up managerial performance in the right direction.

Now, with the suggestive measures, mentioned all through the courses of the study, there is fair justification to assume that the prevailing state of affairs will be turned into a workable phenomenon as and when the prescribed measures will be sincerely put in real action, instead of being kept in black and white which is the common practice there in most of the cases of state owned units. The entire state of affairs all around the organisation will be improved picking up an economical productive atmosphere; the employment opportunity, both direct and indirect, which is blocked for past few years will surely be improved with the economic survival of so big an organisation of national importance. The cost of the products will go down and the marketability will thereby increase. Over and above, a financially stable organisation, in fact, will get the chance to master over all the affairs concerned with it.

The question may easily arise as to how far the suggestive measures can change the entire atmosphere all around it. Sincere and co-ordinated efforts can achieve total success in any area of continuous activity. The dynamic role of a scientific managerial system is the dominant factor in this direction. The managerial system should attempt to ensure co-ordinated effort.

During the courses of sectorial studies, although

attempts have been made to give coverage to all the affairs around it; yet it is natural that quite a few might have escaped our attention. It is therefore desired to clear up this balance as also to open up a brief discussion on the general aspects of management development programme.

2. Personal qualities of Managerial Personalities.

It will be considered to be a truism to-day to say that management is the most critical factor at every stage of national and organisational development. Good management is the fulcrum on which rests the success of our national ambitions. This fact is being reiterated day after day in speeches, articles, seminars and social gatherings by no less eminent persons than our ministers and prominent business leaders. In fact, there is hardly any organisation to-day that does not realise its paramount importance and has not started some sort of training and development programme.

The managerial systems approach is the most essential factor for the success of any project. People, responsible for discharging these affairs, should be well-conversant with these techniques. It is also often urged that labour is the dominant factor in attaining the projected activity. This opinion is not certainly challenged. But, in the field of co-ordinated efforts, it is surely the managerial responsibility to get them in right direction. The factors like indiscipline, nonco-operation, insincerity and others are always found there in varying degree. Their total wash out is practically impossible; whereas, these may only be minimized

2. Ibid.
-sed to a considerable degree out of sincere and devoted leadership on the part of resourceful managers in a particular field. That is found in the case of a game? An able player with pleasing personality, impartial outlook and sincere devotion, in most of the cases, is selected captain of the side and he successfully leads the team; although not necessarily he should be the best player of the side. But, the other superior personal qualities make him the able captain of his side. These superior qualities give him the opportunity to drive for a co-ordinated effort for his side.

The managerial personalities are not likely to be the master of all the technical skills in a particular field of operation as compared with their subordinates; they should possess only the quality of good leadership so as to be able to co-ordinate all the requisite skills available around the dimension and that very ability is commonly called MANAGERIAL SKILL.

It may be considered necessary to clarify the concept of "LEADERSHIP", a psychological trait, something within the individuals, which some people possess and others do not or may have in only a negligible degree. The work makes sense only when it is specified to what end and in what circumstances the leader is expected to act. Yet, most books on industrial psychology are found to give either a long or a short list of leadership qualities which tell us, for example, that the leader must have intelligence and good judgment, insight and imagination, ability to accept responsibility, a

2. Uris A. - Developing Your Executive Skills; 1955, Ch- 3.
sense of humour and a well balanced personality and a sense of justice. The foregoing list is that provided by Dr. May Smith, who apparently is concerned with the personality of the leader as a more or less isolated individual; Dr. Puckey, on the other hand, gives a list which has the advantage that it takes into consideration the relationship between the leader and those who are led; he includes such qualities as power to co-ordinate, power to express the common aim, impartiality, power to delegate, power to reflect the progress of the group and so on. Dr. S. Tredgold justly remarks in his "Human Relations in Modern Industry", that 'certain of these qualities did not exist in some of the most successful, or temporarily successful leader in industry', and that 'the longer and more comprehensive the list of qualities, the more obvious it must be that their possessor would be of no use as a junior leader in industry, or he would inevitably be in demand elsewhere as a Prime Minister or may be as an Archangel'. But, we are concerned here with the industry only and the great "Captains of Industry" are found equally lacking in the qualities recommended by the psychologists.

3. Industrial Relations.

Next, the most essential factor to be dealt with here, is the industrial relations. Attempts have, however, been made broadly in the courses of the discussions on different sections; but, a detailed discussion is largely deserved in this context. Maintenance of good industrial relations is an essential quality on the part of industrial leader, i.e.,

managers of the industry. A good and effective leader of industry is required to be a dynamic industrial relations manager. Thousdand of institutions and universities are there in the country to teach industrial relations; but, in the ultimate analysis this is also largely the personal ability of the man in action and the experiences he has attained.

The ultimate objective of industrial management is to get the best from the workers. The workers are the backbone of an industry. If an industry is to attain its objective, its human resource is to be rightly studied. The organisation consists of people and the people side of his job gives the manager his greatest challenge, his greatest heartaches - and most important - his greatest reward. In the age of specialisation, the managers specialise in the art of getting things done by their subordinates. In achieving this proposition, the human factor is the manager's most essential resource.²

The human organisation is full of paradoxes. The managers, as the integrator of perplexing and intricate forces, face their greatest challenge in energising this enormous power of human creativity. To ensure effective performance, it is essential that each manager is aware of the factors which influence the working behaviour of his subordinates.³ Without the awareness of the psychological dimensions of work, a manager in our modern industrial society will have a real problem in creating the working environment which encourages the most efficient use of human abilities and knowledge. In short, the role of the manager in human organisation,

2. Ibid, Ch - 12.
is to fulfil man's creative destiny, not to subjugate him to the system.

The unanswered question - and possibly the most difficult one to answer, is "can, in fact, the management make people work better", or "how can management get the best from people"? This question must be faced. If management is to make the best use of its main resource, the human one, it must think hard and long about the resource. Accepting that people work because they have to and usually want to, management must try to elevate ways and means of making work more than mechanised drudgery, uninspired and uninspiring routine or, just sheer boredom.

The performance of an individual is basically a function of both his abilities and the motivation. Both of these factors are affected by the demands of the particular situation in which the performance takes place and the manner in which the individual is managed.

Ability can be developed in an individual through training. It is possible to implant certain abilities in an individual. Motivation, on the other hand, requires a 'drawing out' from the individual. Basically an individual's motivation is the striving for satisfaction of needs.

Every human being responds to a certain range of needs. These can be classified from 'low-level' physical needs to 'high level' social and egoistic needs.

With each individual, satisfaction of various needs will have different priorities. Even the same individual will

2. Likert R. - Motivation: The core of Management, in(ed) Management of Human Resources by Pigors & Others, 64, Ch. 22.
have different priorities at different periods of time. This is an important factor to be borne in mind in knowing how to work with people.

A great deal of current management thinking and organisation, especially in relation to the tasks given to 'Personnel and Human Relations' departments in large firms - rests on the assumption that workers need to be sold on the idea of work - that work is somehow inimical to the great majority of mankind and that there is responsibility on these specialists to take over what management itself should be doing. People usually want to work; work satisfies a psychological necessity; people also want to work because they want to eat. And the point is that a man works best at what he can do best. That must be a manager's firm belief if the best is, indeed, to be obtained. It is, after all, a reasonable assumption that managers themselves have reached the level of management because that is what they like to do - what they feel they can do best.

The need for security in employment is common to all workers; but, at the present circumstances, it is not very influential motivator. Membership of trade union helps the individuals towards satisfying this need. However, the fear of unemployment does not automatically spur workers into frenzies of better work, ambition and involvement.

What then are the motivations upon which management must base their managing if workers are to give their best? There are many approaches to this fascinating problem, some of which are material and some are psychological. It has become increasingly clear that management has got to think about these motivations which are harder to define and which are susceptible
to the influence of leadership and planning rather than incentive of money. The management has got to concentrate into creativity on making certain that the workers' participation is responsible, for it is doubtful that, unless the management thinks this way, workers will never give that 'Plus Amount' which is the difference between 'Work' and 'Better Work'!

Many people is soon to delude themselves into thinking that the job is a place for procuring the material things of life and that sentiment, emotion and the things of the spirit count only in the home and in social life. Obviously, nothing can be further from the truth. Man is not only an economic animal - this realisation is gradually drawing in business. The scientific management is going through a revision of its principles in the light of this truth - actually just a restatement of the old wisdom of the scriptures that 'man does not live by bread alone'. This learning is particularly hard for managers, living as they do in an environment where everything that seems to count is tangible - products, materials, facilities, money and market. It is doubly hard because men themselves believe, even when they are trying to think scientifically, that they are economically motivated. This is true of everyone, managers and workers and trade union members.

The first essential in organising human resource so that a better job will be responsibly done, is to make sure the workers are doing the jobs that they can do best in an environment which is friendly and informative. It is often said that a general sense of satisfaction among workers - liking for the company, approval of its working conditions, belief in the

2. Ibid.
merchandise or services the company is producing - is not enough. This is true. A worker needs more than a vague sense of contentment. He needs, let it be repeated, to feel that he is participating responsibly, whether alone or in a group, in an enterprise, the overall objects of which he can understand and the surest way to achieve that object is to see that he fits into the right place and that he is doing a job rather than performing a movement.\(^1\)

This puts a particular selection burden on the middle order management, the foremen and the supervisors, who are close to the workers and who are best situated to measure the capacities of those around them.

A second essential raises the controversial question of standard of output. Much of the present-day thinking about greater output is related to setting standards and rewarding those who exceed them. There is no much room for argument here and it has to be said apologetically that the subject deserves a fair deal of its own. It cannot be overlooked entirely when the question of getting the best from the working people is being discussed. There is the school of thought which claims that workers themselves should set their 'work-norms' - that when management sets the standard of output they are inevitably low because they are based on an average, and that the workers who exceed them remain unaffected either because they tend to despise management's complacency in the matter or because they don't want get the side down. Another school argues that imposing an example from above, which is another way of describing an aspect of leadership, implies the setting of high standards whether of work or of behaviour. The question is whether mana-

\(^1\) Ibid, Page - 216.
-gers, clear about their objectives, are prepared by their own examples to make the standards worthwhile ones.

The implication here is fortunately clear for managers even though it is obscure for workers. To get a high standard of performance from workers, managers have got to perform highly by themselves. They must plan ahead, give instructions loud and clear, inform and above all, avoid delays and hold ups, they must in sum, manage. By so doing, by behaving completely responsible by themselves, managers will, it is hoped, transmit a sense of responsibility to those they are managing. A worker must feel responsible for what he is doing, for in accepting that responsibility he accepts a challenge. This means that an effective manager is always thinks in terms of the strength and weakness, the problems and the successes of the people individually. If a manager is to cause those who work for him to produce more than they will produce for anybody else, he must give a lot of himself. He has to worry for them and with them. He must guide teach, motivate and inspire. He must literally devote his life to the interest and welfare of others so that they will respond in a way that will assure attainment of the goals of his leadership.

Politics—running, wield in an organisation—will destroy initiative, cripple imagination, destroy responsibility and turn authority into a joke. Any manager or departmental head who thrives on flattery and plays favourites to sources of personal patronage is counting big troubles that will inhibit efficiency and reduce his ability to distinguish between a good worker and a bad one.

1. Uris A.—Developing Your Executive Skills, 1955, Ch — 27.
2. Ibid, Ch — 23.
The most important aspect of the worker's complex nature is matter of respect. He won't respect a man just because he is the top boss, the departmental head or a group leader. He won't respect a man who does not earn that respect by his own action and abilities. There is not anything sacred about being a boss, just as there is not anything sacred about being a parent unless it is earned everyday and in every crisis. These are the hard facts of personnel relations.

It would be wrong to leave aside any consideration of management's relation with the trade unions. The unions have become an integral part of India's industrial pattern. As such, it is the job of the managers to work with rather than against them. It has become apparent in the past ten years or so that labour problems are consuming more and more time in business. As the 1980's of good management approach, maintenance of good labour relations will become an increasingly vital factor in the successful operation of business and industry. Certainly, the introduction of more sophisticated machinery and equipments and the advancement of technical skills are necessary for future prosperity of industry; but, in the final analysis, the success of an individual business will surely depend upon the quality of the management it employs and the cooperation it achieves from its workers.


The expanding size of organisations and their growing complexities gave a push to the science of management from where it has little scope to look back. The situations have turned in such a way where unless systems are developed, there
would be utter chaos. Mrs Devaki Jain has categorically emphasised that the science of management, through experience and thought, developed principles and procedures whereby such large scale operations could be manipulated to reach the desired goals according to some rules of optimisation. The systems approach seeks to develop a way of thinking a conceptual framework, together with a methodology for implementation.

All too often it is found that the management development programme, taken up by an organisation to uplift the executive skill, is a success; the participants have learnt; but, unfortunately the learning has not been converted into on-the-job behaviour. With all these observations in view, it is decided to project a practicable scheme to overcome the deficiencies. Some of the important reasons for the present state of affairs in the field of management development are:

1. Many management development programmes are lacking clarity of objectives and insincerity of purpose.

2. Blind adherence to outdated training procedures with no relevance to reality.

3. There is a prevalent myth that management development essentially consists of sending managers to training programmes.

4. Naming the programmes by incompetent personnel.

5. Failure on the part of higher management to provide a suitable organisational climate wherein management development efforts can create some impact.

6. Lack of comprehensive monitoring and feed-back system about the effectiveness of management development programmes.

7. And, inability of many to understand management development as a step of influence and change.

Unfortunately attention has been given, in many cases, to the psychology which underlies change in the area of knowledge and abilities than to the psychology which underlies change in attitudes.

Before proceeding to the application of system approach to management development, it will be more useful to state what is meant by system concept. Dr J.C. Jain describes - a system is an organised or complex whole; an assemblage or combination of things or parts interrelated in their actions towards some goals. The basic phenomena related to the systems idea, as described by Dr Jain, are interaction and interdependency. He goes on to speak that the components of a 'system' called sub-system are linked together in such ways that actions taken by one produce consequential reverberations.

System approach is a scientific methodology for studying and formulating new systems. To be more clear, system approach calls for thinking in terms of the overall long-range effects produced by the interaction and interdependences. It specifies that insofar as possible, the chain of effects should be taken into account in systems design, planning and decision making.

Thus, the management personnel, who take the decisions in these regards, cannot be satisfied with superficial considerations of the immediate and obvious consequences of his actions, must trace out the chain of effects and make his decisions in the light of the entire sequence of consequences.

The main point of this approach is to identify the key

2. Ibid.
inter­ventionists in the organisation, i.e., people who are the key decision-makers. Unless the prime factor is properly identified and involved, the results may not be forthcoming. Here, the prime factor, for our purpose, is the top management including the chief executive.

Probably the single greatest factor for the success of management development is a lack of commitment on the part of top management. A good measure of this commitment is the amount of time the top management spends in thinking, discussing, planning and rethinking on the development of people. A good deal of this lack of commitment comes about because they, by and large, consider management development as something extra, something aside from the hard reality of the enterprise. In many organisations, it is the chief of training function who is the only person enthusiastic about management development; others simply provide lip service. Encouragement and support of top management in the form of leadership, in providing adequate resources, in devoting necessary time for the pursuit of management development activities is essential if a programme is to have the desired impact at all levels of the organisation.

The next one is to define the objectives. Objectives give meaning to the famous saying, "Little is denied to well directed labour, little is ever attained without it". Lack of objectives or failure to define them clearly makes the task of management development unnecessarily difficult. Too often energy is wasted because energy is wasted on a mass of uncertainty and ill-conceived objectives. As aptly defined by Robert House, "MD is an attempt to improve present and future managerial performance by imparting knowledge, improving attitudes
and increasing skills.\textsuperscript{1}

The main responsibility for the top management would be to define the objectives such that they are compatible with the total organisational objectives and that they are amenable to measurement. Unless there are measurement device management will not have any means, except its intuition, to determine the extent to which objectives have been achieved. No development programme can be evaluated unless its objectives are clearly identified. If the specific results expected in participants can be specified in advance, then top management can help ensure that the necessary conditions, the specific reinforcements and the best method of instruction can be supplied to facilitate the change process. There are different kinds of objectives which must be prepared separately and these objectives become the step towards the goal in management development process.\textsuperscript{2}

1. Knowledge Objectives - How much of the information taught in the programmes does management expect the participants to be able to retain? How precisely should they be able to report this information and in what form?

2. Attitude Objectives - What kinds of beliefs, values conventions and emotional responses are the participants expected to exhibit after the development effort?

3. Ability Objectives - What specific abilities should they exhibit under learning conditions?

\textsuperscript{1}House R. - Management Development is a Game; Harvard Business Review, July-August, 1963.
\textsuperscript{2}Ibid.
4. Job-performance Objectives - What should be the participants' response to actual job situations and problems? How will their newly attained abilities be used on the job? What operational results should be achieved after the development effort?

Again, the objectives may have to be clarified in terms of business goals, goals about human beings and the environmental goals.

Every system needs to employ certain resources to achieve its objectives. The resources are of two types - human and non-human. For the purpose of present context, we are mainly concerned with the human resources. There are three levels of human resources which are of main interest here:

1. The people who operate the management development plan;
2. The participants in programmes;
3. The managers who are really responsible for the development of their subordinates.

The organisational position of the management development cell has by tradition been in the personnel department. Great care should be taken in selecting the head of the cell. It is very important to examine at depth the appreciative system, the values, beliefs and attitudes of such a person, besides evaluating his knowledge and skill.

The second level of human resources are the participants. The programmes essentially make them aware of their growth possibilities and help them to help themselves. It is a silent feature that no amount of organised management development programmes can make any significant impact if the individuals' desire, ambition and the motivation to develop are not
present. As very rightly observed by Sharu S. Rangnakar in his editorial comments for I.S.T.D Review (1974), Journal of the Indian Society for Training and Development, "Many employees tend to think their development is the responsibility of the organisation and not of themselves". This attitude is not favourable because, as Rangnakar writes, "The organisation imparts training, the development has to come from within".

The third and the final level of human resources are the managers, who are also the immediate supervisors. In fact, development takes place on the job and through actions which are job related. While some actions in the management development system are scheduled on a periodic basis, the process of development of individuals is a continuing one, and one for which all immediate supervisors share a responsibility.

Every supervisor stands to lose if the performance of his subordinates does not come up to standard as this will be reflected in the overall performance for his department. It signifies that the manager is to ensure that his subordinates have the necessary knowledge, skill and attitude to attain the required standard.

At all levels of management, it is necessary that the 'climate' in which development can take place be created and maintained by the supervisors. Responsibility for ensuring that subordinates are adequately trained does not mean that a manager must carry out training himself for that he must decide what methods of instruction shall be used. But it implies that he should:

1. decide to what standard of performance his subordinates should be developed and ensure that they are adequately developed to attain their standards;
2. decide the training requirements of his subordinates; and

3. ensure smooth transfer from training to working on the job;

Research conducted under a wide variety of conditions indicates that the participants' attitude and behaviour are usually influenced by their immediate supervisor; they tend to view development much the same way as their supervisor does. As a step further, it may be suggested that one of the criteria to be assessed in the managerial competence of a superior should be his ability to develop his subordinates.

What are the components of an organisation, especially in the context of management development? Organisation as a system can be viewed and studied in many ways. A simple but common system model of an organisation consists of individuals working in groups towards achievement of some goals. An individual performs certain activities and brings with him certain goals. Similarly a section or a department has certain tasks to be done and has its own limited goals. An organisation can be thought of as being made up of a production sub-system, and operational sub-systems, etc.

For the purpose of management development, goal congruency, role clarification and measures of performance are three important points worth taking up here.

The congruency between goals of the individuals and that of the organisation is a necessary element in development. When individuals are thwarted in the pursuit of their goals they begin to demonstrate negative patterns of behaviour that are detrimental to the benefit of the organisation as well as for development activities. Similarly there should exist congruency between the organisational and departmental goals. It is common
to find instances where a departmental head possesses a very limited appreciative system and consequently tends to view any situation through only departmental eyes and not through corporate eyes. Any management development cannot ignore such situation.

Role clarification for executives helps management in a number of ways:

1. In defining clearly the area of manager's activity and responsibility, even though there will be overlapping and interdependent areas;
2. In establishing a measurable basis for appraising a manager's performance;
3. In development of management ability.

Without adequate role descriptions for managers, the task of management development is very difficult. This is an area where Durgapur Steel Plant is inadequately equipped.

Need for establishing measures of performance has been emphasized earlier while discussing systems objectives. In the case of sub-system, it may be only added that they are equally important.

The internal organization system can also be thought of in terms of management sub-systems. Such sub-systems are designed to facilitate effective and efficient operation of the functional sub-systems. Some examples of sub-systems are:

1. Production control sub-system.
2. Management information sub-system.
3. Performance appraisal sub-system.
4. Personnel record sub-system.

Perhaps the most important management sub-system in
this context is the performance appraisal sub-system. It is high time that we critically examine the conventional and widely prevalent performance appraisal plan which requires the manager to pass judgment on the personal worth of subordinates. No manager can possibly possess the skill necessary to carry out this responsibility effectively.

A sounder approach, which places the major responsibility on the subordinate for establishing performance goals and appraising progress towards them, needs to be developed. This will avoid the major weaknesses of the old plan and will benefit the organization by stimulating the development of the subordinate. The superior's role will be no less active in this scheme.

Management of a system, in fact, essentially centres around the control element. The systems approach uses the cybernetic concept of control as developed and refined by great thinkers. It is characterised by a planned feedback of such information as will produce meaning in terms of the measures of performance. Based on such data it will be possible to take corrective actions including reformulation of goals.

It appears that this will be one of the major tasks of the management development cell to develop a feedback system. There are evaluation methodologies such as attitude surveys, use of questionnaires, personal interviews, factual reporting, etc. Nevertheless, this will require a great amount of innovation and constant support from the top management.

Every organization exhibits some definite management style or management culture. According to Rensis Likert there broadly four management systems. These are:

1. Exploitive Authoritative,
2. Decentralised Authoritative,
3. Consultative,
4. Participative.

Important organisational variables over which distinction is made between any two management systems are:
1. Leadership processes.
2. Character of motivational forces.
3. Character of communication process.
4. Character of interaction influence process.
5. Character of decision making process.
6. Character of goal setting.
7. Character of control process.

There is a need to apply the systems approach with regard to the relationship between the management system of a company and the content of development programmes. In other words, the organisation, as a first step, must be aware of the existing management system and the shift in the management system it desires. All the subsequent development programmes to bring about cognitive attitudinal and skill changes must be compatible with the system of management in which that training is to be used.

5. Conclusion.

From the basic premises a plan of implementation for introduction of management development can be prepared. It is now clear that there are several steps or activities which are to be undertaken concurrently. More important, perhaps,

1. Ibid, Page - 125.
is that these steps have certain minimum requirements which must be satisfied if the management development effort is to produce results. In satisfying the requirements of any of these essential steps, we do only a part of the job; in any over-all plan the minimum requirement of all the components must be satisfied. This is the essence of the system approach.

In the final reckoning, management development is a continuous process. A seminar this year, a programme next year or a few meetings to teach the workers contributes very little towards genuine management development. It must be a planned activity and a continuous organised process. Management development flourishes only when it is given the property of continuity, since it takes a great deal of effort over a long period of time to change the attitude of people effectively. Further the manager not only must be developed to rise in the organisation but must be kept abreast of the very dynamic situation in which he lives. Today's manager has to run very hard merely to stay in one place - the present.

THE END.