
Management Structure of Selected Small Scale Industries in Dombivli MIDC Area of Thane District Maharashtra

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Abstract

Management is a part of not only human life but it is a part of all living beings on this planet. The concept of management got limelight after industrial revolution when mass scale production introduced. Management is now a full-fledged profession and there is high demand for professional managers all around the world. There is no limit for managers to perform. Management is organization of resources of the business unit. The size and structure of management depends upon nature and scale of operations of business. Larger the size of business more the hierarchies created.

Introduction

Management is commonly defined as an art of getting things done. It is an art of utilizing the available resources efficiently. Management occupies important place in the organization whether it is small or large. It is one of the important ingredients of any business or non-business activity. Practically speaking, management is the administration of an organization; however the word administration is commonly used in case of government department. management includes the activities of setting the strategy of an organization and coordinating the efforts of its employees or volunteers to accomplish its objectives through the application of available resources, such as financial, natural, technological, and human resources. The term "management" may also refer to the people who manage an organization. In smaller organizations, the roles of managers have much wider scopes. A manager can perform several roles or even all of the roles commonly observed in any organization. In larger organizations, there are generally three levels of managers, which are typically organized in a hierarchy, i.e. Senior managers, such as the Board of Directors, Chief Executive Officer (CEO) or President of an organization, who set the strategic goals of the organization and make decisions on how the overall organization will function. Senior managers provide direction to the middle managers who report to them. Middle managers would work for the implementation of the decisions taken by the senior or top level managers examples of which are branch managers, regional managers and section managers, the middle level managers provide direction to front-line managers. Middle level managers communicate the strategic goals of senior management to the front-line managers. Lower managers, such as supervisors and front-line team leaders, who oversee the work of regular employees.

Management is often included as a factor of production along with machines, materials, and money. According to the management guru Peter F Drucker, the basic task of management includes both marketing and innovation. Organizing, planning, controlling, and directing an organization's resources in order to achieve the objectives.

According to Henri Fayol, "to manage is to forecast and to plan, to organize, to command, to co-ordinate and to control."

Fredmund Malik defines it as "the transformation of resources into utility. "Management included as one of the factors of production - along with machines, materials and money.

Management involves identifying the mission, objective, procedures, rules and manipulation of the human capital of an enterprise to contribute to the success of the enterprise. It also involves human motivation. Henri Fayol considers management to consist of six functions: forecasting, planning, organizing, commanding, coordinating, controlling.

Management therefore is applicable to all individuals, firms and organizations. It is necessary all through human life and to all from different walks of life. It is all pervasive and inseparable part of life.

Importance of Management

Management is all pervasive it is as old as human civilization; the importance of management can be summarized as follows:

1. Encourages Initiative: Management encourages initiative. Initiative means to do the right thing at the right time without being told or influenced by the superior. The employees should be encouraged to make their own plans and also to implement these plans. Initiative gives satisfaction to employees and success to organization.
2. Encourages Innovation: Management also encourages innovation in the organization. Innovation brings new ideas, new technology, new methods, new products, new services, etc. This makes the organization more competitive and efficient.
3. Facilitates growth and expansion: Management makes optimum utilization of available resources. It reduces wastage and increases efficiency. It encourages team work and motivates employees. It also reduces absenteeism and labour turnover. All this results in growth, expansion and diversification of the organization.
4. Improves life of workers: Management shares some of its profits with the workers. It provides the workers with good working environment and conditions. It also gives the workers many financial and non-financial incentives. All this improves the quality of life of the workers.
5. Improves corporate image: If the management is good, then the organization will produce good quality goods and services. This will improve the goodwill and corporate image of the organization. A good corporate image brings many added benefits to the organization.
6. Motivates employees: Management motivates employees by providing financial and non-financial incentives. These incentives increase the willingness and efficiency of the employees. This results in boosting productivity and profitability of the organization.
7. Optimum use of resources: Management brings together the available resources. It makes optimum use of these resources. This brings better results to the organization.
8. Reduces wastage: Management reduces the wastage of human, material and financial resources. Wastage is reduced by proper production planning and control. If wastage is reduced then production and productivity will increase.
9. Increases efficiency: Efficiency is the relationship between returns and cost. Management uses many techniques to increase returns and to reduce costs. Higher efficiency brings various benefits to the organization.
10. Improves relations: Management improves relations between individuals, groups, departments and between levels of management. Better relations lead to better team work. Better team work brings success to the organization.

11. Reduces absenteeism and labour turnover: Absenteeism means the employee is absent without permission. Labour Turnover means the employee leaves the organization. Labour absenteeism and turnover increases the cost and causes many problems in the smooth functioning of the organization. Management uses different techniques to reduce absenteeism and labour turnover in the organization.
12. Encourages Team Work: Management encourages employees to work as a team. It develops a team spirit in the organization. This unity brings success to the organization.

Objective of study

This paper aims to study the structure of management adopted by Small Scale Enterprises in Dombivli MIDC area of Thane district of Maharashtra. The management structure is studied on the basis of size of the SSIs, number of employees employed, the category and overall administrative staff employed in the companies.

Collection of data

The data is collected from ninety five units of ten different types of small scale industries involved in Pharmaceuticals, Engineering, Chemical manufacturing, Electronics, Electrical goods Rubber & Plastic products , Textile manufacturing, Information Technology, Food Industries and Auto spare & ancillaries sector. The data is collected about various aspects of small scale industries for larger academic research by framing scientific questionnaire.

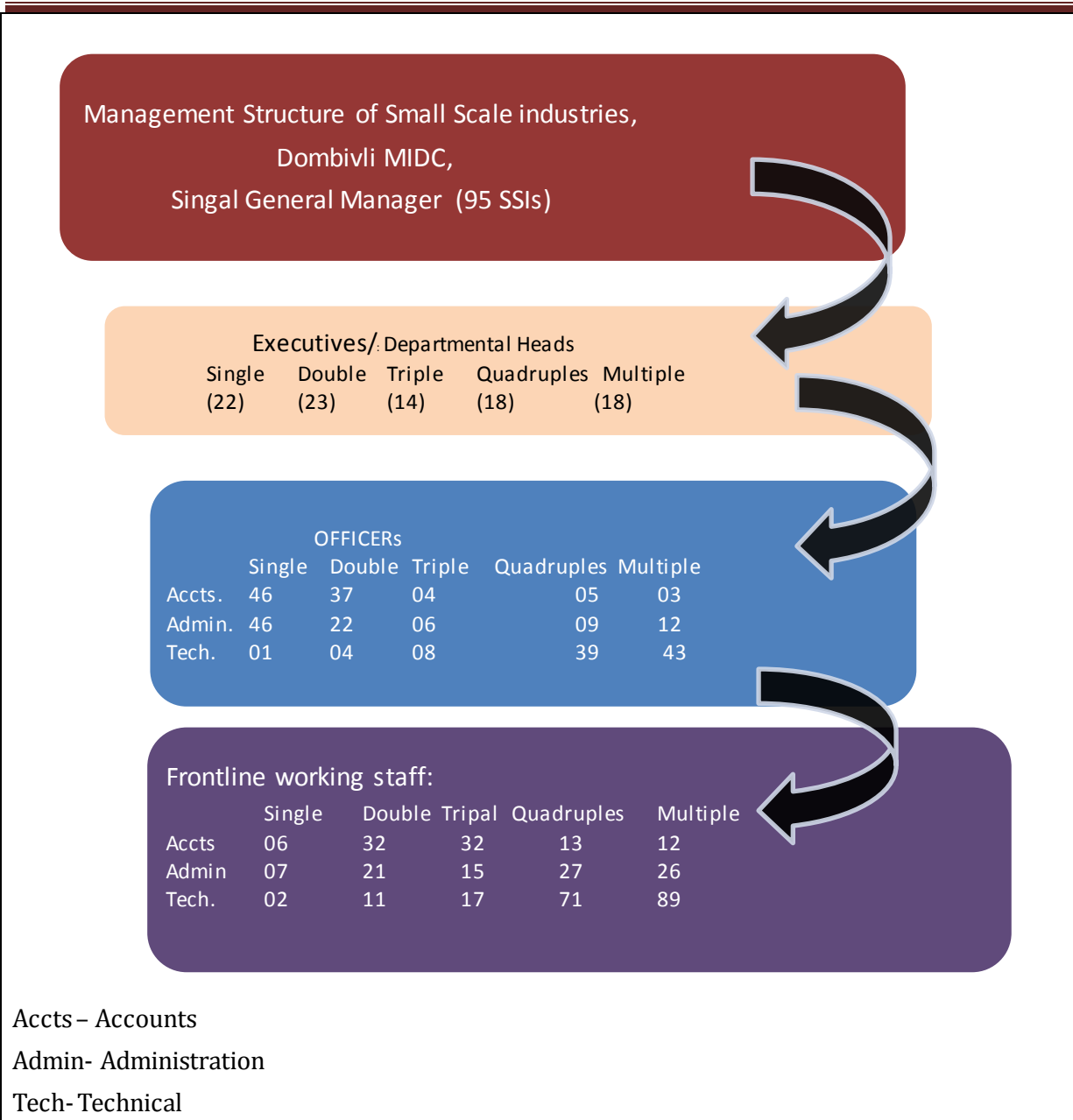
Findings of study

The importance of management is summarized by the data presented in the following table.1

	Structure	Single	Double	Triple	Quadruple	Multiple	Total
Management Staff	GM	95	0	0	0	0	95
	Executives	22	23	14	18	18	95
Accounts staff	Officer	46	37	4	5	3	95
	Clerical	6	32	32	13	12	95
Administration	Officer	46	22	6	9	12	95
	Clerical	7	21	15	27	26	96
Technical Staff	Skilled	1	4	8	39	43	95
	Semiskilled	1	6	11	35	42	95
	Unskilled	1	5	6	36	47	95

The table 1 shows that in all units of SSIs there is single General Manager, whereas there are 22 units having single executive, 23 units having two executives, 14 units having three executives, 18 units each having four or multiple executives. There are 46 units having single or one Accounts officer, 37 units having two accounts officers, 4 units having three accounts officers, 5 units having four accounts officers, and three units having multiple accounts officers. There are 6 units having one or single clerical accounts staff, 32 units each having two and three clerical accounts staff, 13 units having four clerical accounts staff, 12 units having multiple clerical accounts staff. There are 46 units having one administrative officer, 22 units having two administrative officers, 6 units having three administrative officers, 9 units having four administrative officers, and 12 units having multiple administrative officers. There are 7 units having one or single clerical administrative staff, 21 units having two clerical administrative staff, 15 units having three clerical administrative staff, 27 units having four clerical administrative staff and 26 units having multiple clerical administrative staff. There is 1 unit having one or single skilled technical staff 4 units 8 units 39 units and 43 units having two, three, four and multiple skilled technical staff respectively. Likewise, there is 1 unit having one or single semiskilled technical staff, 6 units, 11 units, 35 units and 42 units having two, three, four or multiple semiskilled technical staff. There is 1 unit having one or single unskilled technical staff, 5 units, 6 units, 36 units, and 47 units having two, three, four or multiple unskilled technical staff.

The following flow chart reflects the management structure of small scale units in Dombivli MIDC area.



The above organizational chart shows that the General Manager takes policy decisions in all selected small scale units and issues necessary instructions to executives who sometimes treated as departmental heads in some units or large organizations. The executives in turn issue necessary instructions to officers in charge of accounts, administration and technology. The officers finally get the job done from the frontline working staff involved in accountancy, administration and technology work.

Summary and Conclusions

The following table 2 shows the total staff and structure of small scale units in Dombivli MIDC area of Thane district.

	Structure	Size					Total	Average Size
		Single	Double	Triple	Quadruple	Multiple		
Management	GM	95	0	0	0	0	95	1.00
	Executives	22	46	42	72	90	272	2.86
Accounts staff	Officer	46	74	12	20	15	167	1.76
	Clerical	6	64	96	52	60	278	2.93
Administration	Officer	46	44	18	36	60	204	2.15
	Clerical	7	42	45	108	130	332	3.49
Technical Staff	Skilled staff	1	8	24	156	215	404	4.25
	Semiskilled	1	12	33	140	210	396	4.17
	Unskilled	1	10	18	144	235	408	4.29

The table shows that the average number of General Managers occupying the position in the selected small scale units is 1. Means the owners in the selected units do not appoint more than one person as General Managers whatever may be the nature and scale of operations. The average number of executives is 2.86 in all selected units. The number of executives appointed depends upon nature and size of the unit. Likewise, on an average 1.76 and 2.93 each of Accounts officer and clerical staff was employed, 2.15 and 3.49 each of Administrative officer and clerical staff was employed and finally average 4.25, 4.17 and 4.29 each of technically skilled, semi- skilled, and unskilled staff was employed.

The data therefore reveals that the structure and size of small scale units depends upon nature and size of business. The manufacturing and processing units employed more manpower than the electronics and information technology units. Further the data revealed that General Managers himself also functioning as the executive or officer in some of the units depending upon the need and requirements. Moreover, the officer level staff invariably is working as front line staff. Therefore, it was found that there was no watertight compartmentalization so far as the position held.

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