

productivity : MANAGEMENT'S ROLE . .



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RAISING the standard of living of the Indian people is the objective of our Government, our President pointed out the other day. Management has been defined as "the art of raising the standard of living." Rightly understood therefore the individual purpose and the national purpose are the same and not conflicting.

For a better standard of living, we need national plenty. And productivity has been described as "the key to plenty".

Who all and what all can step up productivity?

The work force, commonly described as Labour, has a say on productivity. The way they apply themselves determines to a fair extent the utilisation of material and machine. There is certainly scope for stepping up Labour's contribution to productivity.

The machinery and facilities, often described as Capital, has also a say on productivity. Wherever the tools are better, the productivity is *likely* to be better.

I use the word 'likely' because the mere existence of the tools does not make for higher productivity. Very much depends upon their utilisation and utilisation in turn depends upon planning, organising, coordinating and controlling. All this and more constitute the function of Management.

Resources—human or material—do not utilise *themselves*—they have to be utilised. To see they are utilised and that effectively is the job of Management. In the final analysis, therefore, the prime factor in productivity seems to be Management. How well they discharge their function often determines the rate of rise of productivity in the country.

Because Management is not quite conscious of its role in productivity, a few crores of wealth is daily going unmade.

Material waste is considerable indeed. Human waste, however, runs to colossal proportions. When we remember that human talents constitute one of the major resources and when we further remember that human waste is irrevocable, we really get concerned. We get further concerned when we see Management tending to think that seeing a scapegoat in unwilling labour or scarce capital or needed governmental regulations is exonerating enough.

If plenty is our common goal, if productivity is the key to plenty, if resources utilisation is the way to productivity, Management is the key to resources utilisation. One may even express it in the form of a formula like this

$$L \times C \times M \approx Pr$$

where Pr stands for productivity results, L stands for labour, C for Capital and M for management—the biggest and surest multiplying factor. It is the quality of management that will determine the rise of productivity in our country as it did in other countries. The role of Management is strategic indeed. Virgin Soil for Industrial Development.

Some of the items like typewriters, duplicators, machine screws, razor blades also maintained a steady progress.

Production of scientific instruments was also maintained.

The production in the bicycle industry went down.

Following are some of the items manufactured for the first time in India. Compressors (sealed units), Starting relays for air conditioners, radio valves, storage batteries for fork lift trucks, Ram turret milling machines, foundry moulding machines, hydraulic presses, gas cutting machines, sintered bearings, shoe grindery items, time pieces and watches etc. etc.

We shall now review the working of some of the important industries.

As stated earlier in this article greatest importance, as should be, has been laid on the development of machine building industries. During the last year we manufactured Rs. 200 crores worth of industrial equipment and machinery. This is expected to rise to Rs. 500 Crores by 1965-66, if everything goes right. The rise in our production of industrial machinery is really commendable if we bear in mind that only ten years ago we were manufacturing machinery worth only 10 crores annually. The major items manufactured included paper making machinery, sugar mill equipment, cement machinery, boilers, textile machinery, coal mining, oil and other mining equipment, dairy machinery gears, building and construction equipment, tea processing equipment, machine tools, compressors, industrial flour mills, ceramics and refractory machinery, rayon plants, weighing machines locomotives, wagons, coaches and railway equipment, conveyors and other handling equipment, steel plant machinery etc. etc.

The manufacture of sugar mill machinery now amounts to Rs. 4.5 crores, textile machinery exceeds Rs. 11 crores, mining machinery 0.08 Crores whereas structural fabrication amount to nearly Rs. 25 Crores.

By the end of the Third plan these figures are expected to rise to Rs. 16 Crores for Sugar Machinery, Rs. 27 Crores for the Textile machinery, Rs. 24 Crores for the mining machinery and Rs. 100 Crores for structural fabrication industries.

The machine tool industry has recorded a production rise of Rs. 10.5 Crores during the past six years. Major contributor to this effort being the Hindustan Machine Tools factory at Bangalore. The factory produces at present 160 types of machine tools which include high precision lathes, milling machines radial drills, general purpose lathes, turret lathes and grinding machines. As against the production of approximately 6.75 Crores worth of machinery during 1960-61, production during 1961-62 exceeded Rs. 11 Crores.

Most of the industries connected with the manufacture of automobiles and their components showed an appreciable rise in production during 1961-62. The number of motor vehicles manufactured is estimated at more than 55,000 during 1961-62 against 50,110 during the previous year. Motor cycles and scooters showed a production of 20,000 as against 17,374 during the previous year. A number of new firms licensed for the manufacture of air compressors, scooters, power driven pumps, oil seals, jeep wheels etc. went into production during the year under review.

So far as our non-ferrous metallurgical industries are concerned it has not been a happy year. These industries worked only at 30-40 per cent of their installed capacity. This had a very adverse effect on other industries which depend upon these metals for their essential requirements. The prospects for the production of aluminium however, hold promise for the future. The Third Plan target of 86,000 tons per annum has already been exceeded and the licensed capacity is now over one lakh tons.

These in short, have been our achievements and failures during the past year—a year of crucial importance for the future.