
UNIVERSITY OF DELHI



**HANDBOOK OF RESEARCH
ACTIVITIES**

1991-92

ANNUAL CONVOCATION

1992

MANAGEMENTPh.D. 96. **BALGIR (Amarjit Singh)**

A study of socio-cultural correlates influencing different patterns of management.

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Abstract

No organisation can survive and grow in the society without following any pattern/system of management. Patterns of management considered in this study are exploitative-autocratic, benevolent-autocratic, consultative, participative and free-rein. Building of healthy organisational climate depends on the perceptions, beliefs, values and attitudes of decision-makers who govern the activities of an organisation. Decision-makers are often called the management or administrative system of an organisation because their decisions have wider repercussions on the activities and performance of all employees. It is generally emphasised that individuals working for an organisation should adjust/adapt themselves to organisation needs and goals and not vice versa. Stress is often given more on management development (i.e. adapting the individuals to the demands of the organisation) rather than organisation development (i.e. adapting the company to the needs, aspirations and potentials of the individuals). Decision-makers usually ignore the fact that employees are unwilling to perform tasks that fail to give them a feeling of achievement. Organisation development is not possible by underestimating/ignoring the strength of basic beliefs, values and attitudes of employees, with which they had grown up and socialised. Prosperity of Japan, South Korea and Taiwan has shown that nations can prosper well by following and depending on their indigenous system of management relevant to their cultural values. Socio-cultural correlates considered in this study are job attitudes of decision-makers which interact/influence organisation process (namely, objectives and policies, goalsetting process, decision-making process, communication patterns, motivating forces, controlling process) leading to the emergence of different patterns of management.

The present study has been undertaken with a view to know the prevailing dominant pattern of management followed in different Indian organisations and preference for a desired pattern of management thereof.

The universe of this study are government controlled units, private sector and autonomous bodies. The survey was conducted with the help of mailed questionnaire and interview method. In all 148 organisations were selected, out of which 59 were govt. controlled, 47 private and 42 autonomous bodies. 363 decision-makers belonging to different professions and coming from different levels of management responded. The conclusions are based on simple dominant percent method. Ranks have been given where ever necessary.

The study reveals that organisation climate varies in government controlled units, private sector and autonomous bodies. All patterns of management are followed by different decision-makers in their respective organisations, irrespective of the fact whether they are government controlled, private sector or autonomous bodies. However, consultative pattern of management is predominant in the prevailing situation whereas, all the decision-makers have recommended democratic pattern of management for healthy growth of their employees & organisations.