

EFFECT OF ORGANIZATIONAL STRUCTURE AND PROCESSES ON ORGANIZATIONAL EFFECTIVENESS-THE CASE OF STEEL AUTHORITY OF INDIA LIMITED

The literature on organizational effectiveness is replete with schools of thought, which all examine it from different perspectives. Though there is no agreement on what constitutes organizational effectiveness, amongst researchers, also there is no doubt about the importance of the attribute in organizational sciences. This paper analyzes the effect of organizational structure and processes on organizational effectiveness in Steel Industry environment with SAIL as a case. Data were collected from 258 executives from The Steel Authority of India Limited. The structure and process predictors of organizational effectiveness were delineated using correlation and structural equation modeling. The inter-linkages between structure-process and effectiveness were established.

N.Vijayalakshmi

Director, ICDS
Managing Director
Women Development Corporation,
Government of Bihar.

Vinayshil Gautam

(Founder Director IIM-K
First Head - Management Dept, IIT-D)
A AI-Sager Chair Professor
Management Department, IIT, Delhi.

PCMM: A NEW PARADIGM IN TQM AND HUMAN RESOURCES

The core concern area in Total Quality Management (TQM) is the concept of intrinsic motivation of employees - involvement in decision making. The process of empowering people of the organization is to make decisions and to solve problems appropriate to their levels. The logic is that those closest to the problem or opportunity are in the best position to improve and analyse situation for improvement. The present paper highlights the need for people management through effective HR practices. The quality certification to People Capability Maturity Model (PCMM) has been adopted by many companies in India. The traditional HR practices have been compared to modern techniques of TQM. The study seeks to summarise the role of TQM and PCMM in human resource development with special reference to Indian IT industry.

Sangeeta Dodrajka
Associate Professor,
S.G.G.S. College of Commerce,
University of Delhi

BEHAVIOUR ASSESSMENT IN PERFORMANCE APPRAISAL: SIGNIFICANCE AND TRENDS

This conceptual paper attempts to study the relevance of assessing behaviours, which also form the basis for measuring employee competencies, in the process of appraisal. It analyses the trends in appraisal practices through literature analysis and tries to study the popularity of behaviour based methods and approaches. Certain errors of appraisal process are also discussed. A conceptual framework of a new method of appraisal is proposed which has been named as Blind Choice Method. It is argued that this new method would be capable of reducing the errors of appraisal to a large extent.

Shefali Nandan

Faculty, School of Management Studies,
Motilal Nehru National Institute of
Technology, Allahabad.

DETERMINANTS OF FOREIGN DIRECT INVESTMENT IN INDIA: A COINTEGRATION ANALYSIS

Foreign direct investment (FDI) has become an integral part of almost every economy as no economy can afford to lose it due to its immense importance in the economic development. There are numerous factors which have profound impact on the FDI inflows in an economy. Therefore it is essential to have knowledge regarding these factors so that a suitable policy for FDI may be devised to attract more FDI inflows in various priority sectors to boost the economic development of the economy. This research paper deals with the identification of the determinants of FDI in India in the long run as well as in the short run. For this purpose Cointegration technique (Auto Regressive Distributed Lag approach) has been used due to its suitability for the small samples as in case of our study. The time period of the study ranges from 1975 to 2006. It has been observed that Gross domestic product (GDP), Exchange rate and openness of the economy are the vital determinants of FDI inflows in India.

Dinesh Mahajan

Doctoral Research Scholar
Department of Commerce and
Business Management,
Guru Nanak Dev University,
Amritsar.

A CONCEPTUAL FRAMEWORK FOR WINNING IN TURBULENCE: AN ANALYTICAL VIEW

Hardly anyone could have predicted the fate of global economy and would have believed that the scourge of global inflation, the worst inflationary spiral since the World War II would disappear and make way for worst economic downturn since the great depression of 1930s. US, UK, Euro Zone, Japan, China, India- all saw a contraction in their GDP growth rates. But these fluctuations in GDP and employment figures are very much a part of business cycle and are meant to bring the economy back to the realistic growth trajectory. The study explores the positive implications and opportunities for growth amidst recession and critically appraises and evaluates the outcomes of recession with emphasis on HR systems and strategic role. It highlights the scope for companies to move upwards during times of downturn through framework of required HR practices

Swati Agrawal

Assistant Professor,
Jaipuria Institute of Management,
Noida.

Vranda Jain

Senior Lecturer,
Jaipuria Institute of Management,
Noida.
