

SELECT DIMENSIONS OF ORGANISATIONAL EFFECTIVENESS

IN

COAL INDIA LTD.

A DIAGNOSTIC STUDY

BY

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TECHNOLOGY, DELHI IN FULFILMENT OF THE
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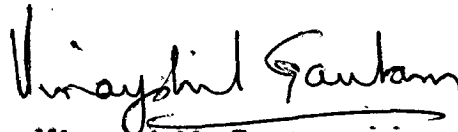
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C E R T I F I C A T E

This is to certify that the thesis entitled
" Select Dimensions of Organisational Effectiveness
in Coal India Limited; a Diagnostic Study" being
submitted by Shri S. Narayan for the award of
Doctor of Philosophy by the Indian Institute of
Technology, New Delhi, is a bonafide record of
research work done under my guidance and supervision.
The results obtained in this thesis have not been
submitted to any other University for award of any
degree or diploma.



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ABSTRACT

No serious student of management would doubt the desirability of having a minimal degree of clarity universally acceptable, on the parameters of assessing effectiveness of any organisation. However, the criteria of evaluating the performance, and measuring it, is not always as clear as one would like it to be. Taking this consideration into the studies of public sector enterprises in general and those of India in particular, a caution needs to be exercised in not over emphasising the dysfunctional aspects of the organisation and the constraints imposed by State ownership, but also think of goal related performance aspects of the organisation.

In response to this felt need for studies on public sector enterprises which would help provide clarity to measures of organisational effectiveness, it was thought helpful to focus on the internal efficiencies of organisation and see how it functioned within certain given environmental constraints. Such an analysis has been attempted in this dissertation with respect to Coal India Limited, a premier public sector enterprise in India. The analysis is broadly within the socio-technical framework for the study of system behaviour, namely the study of processes, process efficiencies and the system involvement of its members.

Coal india Limited was selected for study in view of its size, complexity and its inherent importance as a vital infrastructure industry. Identification of areas for analysis arose out of a detailed examination of the literature on the organisation.

Four major subsystems of the organisation were studied those dealing with industrial relations, executive involvement and job performance, responses to technological upgradation and internal systems and processes. The methodology for the study included questionnaire surveys, interviews, participant observations, response sessions and the examination of organisational data.

The study led to conclusions indicating that system performance in each of the subsystems being studied was less than optimal, often both due to process inefficiencies as well as due to approaches of system members. An interactive system model was developed which attempts to relate individual subsystem performance to organisational goal achievement. Recommendations for improvement of each of the segments studied have been made.

As the study evolved, it became apparent that the ability of the organisation to implement its several projects efficiently was an important facet of the effectiveness of the organisation. Finding project management an area needing greater attention of Management, a computer based package for monitoring and coordinating project progress has been developed and is presented here as a tool of potential use for management.

At a methodological level, the application of the socio-technical systems framework for the study of Coal India Limited helped develop an approach which could be tried out in other similar organisational

effectiveness studies. At a diagnostic level, the study attempts to examine and make suggestions for raising the performance effectiveness of Coal India Limited.

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