

PROFESSIONALISATION OF MANAGEMENT

AN ANALYSIS OF THE MANAGEMENT STRUCTURE OF
THE INDIAN CORPORATE ENTERPRISES

BY

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CERTIFICATE

This is to certify that the thesis entitled, "Professionalisation of Management - An analysis of the Management structure of the Indian Corporate Enterprises", being submitted by Mr. S.Chakravarthy to the Indian Institute of Technology, New Delhi ,India, for the award of the degree of DOCTOR OF PHILOSOPHY, is a record of bonafide research work carried out by him under my supervision and guidance. The thesis work, in my opinion, has reached the standard, fulfilling the requirements for Doctor of Philosophy degree. The research report and the results presented in this thesis have not been submitted, in part or in full, to any other University of Institute, for the award of any degree or diploma.



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ABSTRACT

In the dynamics of economic growth generally and industrial growth in particular, the role of quality Management cannot be overemphasised. Management is an important element in a corporate or business organisation, the others being labour, land and capital. Central to the successful prosecution of the business and affairs of the organisation is quality Management.

Increasingly professionals are employed in corporate industrial and business enterprises at senior and managerial levels. Business Management, unlike the well-known professions of Medicine and Law comprises many occupations and diverse organisational forms. The multitude of professional business Managers are diverse, significantly separated from one another, different in their background, educational or occupational, thus not lending themselves to be regarded as a homogenous body.

This research work addresses an examination of the hypothesis that Business Management qualifies to be regarded as a profession, using certain select criteria for the purpose. Confirming the hypothesis, the examination proceeds to ascertain if professionalisation of Management has taken place in the Indian private corporate sector and in that event, the extent thereof. Conclusions indicate that the process is distinctly on, though consummation to desired levels is yet to be achieved.

Professionalisation of Management is not an end in itself. The hypothesis for this research work is that Professionalisation of Management, as a means, leads to an improvement in the performance of the corporate enterprise. Through an empirical analysis using a stratified sample of public limited companies in the Indian private sector, this research study categorically concludes the significant nexus between professionalisation and performance.

Recommendations of measures to induce greater professionalisation of Management in private Corporate enterprises have been made. The need to foster and to bring about a paradigm in Management Education to meet the challenging demands of business and industry has been stressed. Also emphasised is the need for professional Management Education, which is an evolutionary process to suitably fit our values and needs and to cope with the technological changes taking place.

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