



CREATING APTITUDE OF LABOURERS IN MATERIAL ADMINISTRATION

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INTRODUCTION

Materials management is a total concept involving an organizational structure unifying into a single responsibility, the systematic flow and control of material from identification of the need through customer delivery.

The definition of materials management given above has been accepted by the International Federation of Purchasing and Materials Management. Included within this concept are the material functions of planning, scheduling, buying, storing, moving and distributing. These are logically represented by disciplines of production and inventory control, purchasing and physical distribution.

Materials management is an organizational concept in which a single manager has authority and responsibility for all activities, principally concerned with the flow of materials into an organization. (Purchasing, production, planning and scheduling, incoming traffic, inventory control, receiving and stores normally are included).

OBJECTIVES OF MATERIALS MANAGEMENT

There are at least nine objectives of materials management, each in some way or the other contributes to the achievement of some overall company objectives. If the contribution is direct, the objective may be called 'primary'. If the contribution is indirect (materials department assisting some other department), the objectives may be called 'secondary'. Primary or secondary, the main focus of materials management is to procure right materials in the right quality, of right quantity, at the right time, bought from the right source and at right prices.

Primary Objectives

There are at least nine primary objectives of Materials Management. Economic procurement, proper store keeping, a physical upkeep, timely distribution, store accounting, continuity of supply, consistency of quality, low payroll cost, favorable relations with suppliers, development of personnel and good records.

Low Prices

Obtaining the least possible for purchased materials is the most obvious purchasing objective and certainly one of the most important. If the purchasing department reduces the prices of the items it buys, operating costs are reduced and profits are enhanced. This objective is important for all purchases of materials and services, including transportation.

High inventory turnover

When inventories are low in relation to sales, less capital is tied up in inventories. This in turn, increases the efficiency with which, the company's capital is utilized so that, return on investments is higher. Also, storage and carrying costs of inventories are lower when the turnover is high.

Low cost acquisition and possession

If materials are handled and stored efficiently, their real cost is lower. Acquisition and possession costs are low, when the receiving and stores departments operate efficiently. They are also reduced when shipments are received in relatively large quantities (thereby, reducing the unit

cost of handling), but they are increased if the average inventories are boosted with the large shipments.

Continuity of supply

When there are disruptions in continuity of supply, excess costs are inevitable. Production costs go up; excess expediting and transportation cost are likely, and so on. Continuity of supply is particularly important for highly automated processes, where, costs are rigid and must be incurred even when production stops because of in availability of material.

Reciprocal relations

When a company deliberately buys as much as possible from its own customers, it is said to practice reciprocity. In consumer goods industries, reciprocity is not a problem as the sales are spread among many users. In producer goods industries, however, reciprocity is a fact of business life. A company, that is a customer, inevitably wants to become a supplier. The purchasing manager must impress upon the marketing manager and everybody else that, the reciprocal relationship with the customer is in the best interest of the company.

IMPORTANCE OF MATERIALS MANAGEMENT

Materials management is one of the basic functions of every business. Along with the other traditional functions like Marketing, Human Resource Management, Finance and Manufacturing, it has equal contribution to triple objective of survival, stability and growth in any healthy business. The economic success of any manufacturing company has a direct relationship with the efficiency of its materials management function. Since any organization can only have a limited amount capital to be invested in its fixed and current assets. One of the core responsibilities of every management is to deploy these critical resources so as to give the maximum yield to the organization. An average manufacturing organization in India has approximately 80% of its current assets invested in inventories with the rest being in secondary depths, cash and other miscellaneous items. Thus, it is quite evident that successful materials management can contribute immensely to improve the efficiency of working capital employed in an organization.

Out of all the resources available to the management of an organization viz., Men, Machine and Materials it can also be appreciated that it is the only the last, namely Materials, which is the

most amenable to control. Changes in Men or Machine require a long lead time which may even be of the order of 5-10 years, while on the other hand materials which account for more than half of the product value can be controlled in an easier manner and over a much shorter time span.

THE ROLE OF TRAINING ACTIVITIES THROUGH HRD PROGRAMMES IN TODAY'S INDUSTRIAL WORLD.

No organization has a choice of whether to train its employees or not, the only choice is that of methods. The primary concern of an organization is its viability, and hence its efficiency. There is continuous environmental pressure for efficiency, and if the organization does not respond to this pressure, it may find it self rapidly losing whatever share of market it has. Training imparts skills and Knowledge to employees in order that they contribute to the organization's efficiency and be able to cope up with the pressures of changing environment. The Viability of an Organization depends to a considerable extent on the skills of different employees, especially that of management cadre, to relate the organization with its environment.

Bass has identified three factors which necessitate continuous training in an organization. These factors are technological advances, organizational complexity, and human relation. All these factors are related to each other. The training can play the following roles in an organization

1) Increase in efficiency : Training plays active role in increasing efficiency of employees in an organization. Training increases skills for doing a job in better way. Through an employee can learn many better if he learns how to do the job. This becomes more important especially in the context of changing technology because the old method of working may not be relevant. In such a case, training is required even to maintain minimum level of output.

2) Increase in Morale of Employees: Training increases morale of employees. Morale is a mental condition of an individual group which determines the willingness to co-operate. High morale is evidenced by employee enthusiasm, voluntary conformation with regulations, and willingness to co-operate with others to achieve organizational objectives. Training increases employee morale by relating their skills with their job requirements. Possession of skills necessary to perform a job well often tends to meet such human needs as security and ego satisfaction. Trained employees can see the jobs in more meaningful way because they are to relate their skills with jobs.

3) **Reduced Supervision:** Trained employees require less supervision. They require more autonomy and freedom. Such autonomy and freedom can be given if the employees are trained properly to handle their jobs without the help of supervision. With reduced supervision, a manager can increase his span of management. This may result in a lesser number of intermediate levels in the organization which can save much cost to the organization.

4) **Increased Organizational Viability and Flexibility:** Viability relates to survival of the organization during bad days, and flexibility relates to sustain its effectiveness despite the loss of its key personnel and making short-term adjustment with the existing personnel. Such adjustment is possible if the organization has trainee people who can occupy the positions vacated by key personnel. The organization which does not prepare a second line of personnel who can ultimately take the charge of key personnel may not be quite successful in the absence of such key personnel for whatever the reason. In fact, there is no greater organizational asset than trained and motivated personnel, because these people can turn the other assets into a productive whole.

As we know, in a changing scenario of liberalization of Indian economy training activities through HRD programmes have to play a very significant role. On one hand interdependence among countries is increasing and on the other hand many countries all over the world have to face the competition because of globalization. Rapidly growing global industrialization demanded newer skills, trained employees and it is the knowledge, and training that made it possible for men to acquire the skills in various trades appropriate to the industry. HRD is therefore a field of knowledge that deals with all those aspects of human beings as are concerned with his creative ability. In simple terms the fundamental concern of any HRD effort is to get the best out of the people in any given situation, in any given organization, be it the state, the defense, the public sector organizations, the private sector organizations or any other form of organization.

Here, it is necessary to know about the new environment created by HRD; which calls for

(1) workers participation in progress.

(2) Job boundaries to go,

(3) Holistic approach in work.

(4) skill boundaries to go

(5) Exposure to potentials

(6) Flexibility in management operations

(7) Better knowledge levels

(8) Team work and better adoptability. The role of trainings through HRD programmes in meeting the above stated factors are examined below:

1) Workers Participation in progress: This concept calls for not only attitudinal changes of workers, but also of management and unions. Since last four-five decades much has been talked about workers participation in management but very little has happened. In fact, this will become the emphasis of business particularly because there could be no difference causing strife, if industries were to survive strict competition. In fact, it will be to our advantage if this concept is encourage, so that, in case the foreign partners chose to leave at any time, the industrial organizations could survive. In fact, the emphasis on workers contribution to organizations without restriction of roles and departments is encouraged trough the training of Total Quality Management.

2) Job Boundaries to go: Need of flexible manufacturing system is realized now by Indian industries. Because, then the process could be modified to match the environmental needs and market pressure. Hence, many Indian industrial organizations have started to redefine

the job boundaries, newer organizations talk of skilled workers, and skilled position with reference to machine. There is need to train the workers about it. Such method could be to identify new areas of operation, Secondly to develop the vision of the workers for genuine growth of the organization and of him.

3) Holistic approach in work: Here, the realization of each individual worker about his contribution to the organizations success is important. It has been proved that, this is one of the best motivational tools. Here, through training, efforts will be to make workers aware of total organization, its goals the prospects and problems periodically and to ensure a great degree of openness and transparency of operations.

4) Skill boundaries to go: It is here that, maximum resistance will be faced. The skill boundary practiced for ages by us can not go over night, while one can integrate related trades and provide special training to the workers to accept the job in related areas; at least in case of new workers proper job name could be given. If the fight between specialization versus integration of skills, it is now being realized that a person of greater advantages, same organizations have prescribed for promotions to higher grades a need of the worker to have expose of more than one or two skill areas.

5) Exposure of Potentials: This is the most fundamental principle of the „training“. Here, the efforts of the HR manager will be to – unshackle the minds of the workers and make them to know the total processes and problems and also make them realize and come out with their full potential as over a long period of limited working, they could be thinking of their ability to be limited. Many organizations today are utilizing these tools to coping with globalization.

6) Team work and adaptability: An effective tool to achieve this is a well planned job rotation and training activities in the organization, as compared to older organizations where people continue on some job machines for life time.

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