BUILDING HIGH PERFORMANCE TEAMS-A TQM APPROACH AT BHEL, HYDERABAD

D Surekha

Research Scholar, Faculty of Management

Pacific University of Higher Education and Research, Udaipur

Dr P Prasada Rao

Director General, Amity Global Business School,

Hyderabad

ABSTRACT:

When teams learn to work together they become strong and Successful. The goals teams set should be acceptable and clear. Respect and trust for each other is the key factor of a good team. There is clarity & transparency in communication. Innovative ideas are the outcome of talented members and proper implementation of ideas towards success. Accomplishment of goals is the main aim linked to team aspirations by every team leader. Top level Management's role is crucial in forming successful teams. In the present scenario the potential teams are the powerful drivers of success in any organization. Therefore, highly performing teams just don't happen. They take time to evolve and mature. They take proper leadership and governance.

Organizations are becoming flatter, leaner, and more agile. A prominent feature of effectiveness today is satisfying customer needs. Many jobs and projects are becoming increasingly complex, less time-bound, and global in scope. All these factors collectively are making it increasing difficult for one person to perform a single job. The contemporary workplace uses teams as the basic work unit (e.g., surgical units, airplane crews, and research & development teams, production crews). Although teams are ubiquitous in organizations, most employee related functions are individualized (e.g., selecting, training, evaluating, rewarding). Such a disconnect between an organization's need to foster effective teams and its natural tendency to focus on the individual employee can create many problems. In addition, some research suggests a key reason why some teams fail is that employees are ill-prepared to make the transition from individual contributor to team member.

Total Quality Management (TQM) and Human Resource Management (HRM) both approaches have potential to affect organizational and employees' desired outcome. To introduce TQM in companies is not a walk in the park. Nevertheless employee support is significant in all upgrading systems & strategies in achieving effective results. The feeling of belongingness ensures their participation in

achieving organizational goals. The assurance from the management towards initiatives taken should be promising enough to gain their cooperation and trust. The study is focused on three levels, understanding top management approaches as implemented in BHEL, Employee satisfaction factors and Management initiatives in building High performance teams using statistical tools like Correlation, Factor Analysis, Linear Regression Analysis & Least square estimation Analysis.

1. INTRODUCTION:

Organizations today are concerned about Quality not only in terms of products but also about the overall Business Environment. A Quality Business Environment matters the most these days to be able to compete in the Global Markets. The Philosophy of TQM is applied throughout the organization with great significance. The roles and responsibilities of every employee in the organization will influence quality. The guiding philosophy and the improved instructions of TQM lay a concrete foundation of continuous up gradation of the organization. It binds the basic tools and techniques of managing and upgrading them towards a systemized system. A well-organized Management is bound to organize its work force into valuable assets towards the organization's Vision and Mission. The need to build a strong hold in the growing competitive environment strengthening workforce and building strong systems and adapting principles towards competitive edge. BHEL evolved new strategies to make continuous improvements in all spheres of activities. Creating high performance teams by selecting right people at the right place for effective key results BHEL has taken keen interest in developing their workforce by training them aptly and focusing on the organizational achievements and goals as TQM attributes pertaining to overall developmental process of the company. The focus on this paper is on HR/TQM development of those characteristics which could lead to the development of them as organizational capabilities too.

TQM is popular with manufacturing industries; they are more interested in implementing TQM. BHEL has a network of 14 Manufacturing Divisions, four Regional Power Sector construction groups, eight Service Centers, 18 Regional Offices and over 100 Project Sites worldwide increasing global competition over the past decade has forced BHEL to improve quality and efficiency. Therefore, it is the first company in India to willing implement TQM in order to improve quality, and in turn to continue in the running, i.e. staying competitive. Strong competitive pressure has forced many manufacturing industries to embrace TQM actively in order to survive and succeed in business. Therefore, TQM is found to be well established in BHEL when compared to other sectors of the economy.

2. OBJECTIVES OF THE STUDY:

1. To Understand Various TQM Approaches adopted by BHEL

2. To Analyze the Team performance and Job Satisfaction levels of employees at BHEL

3. To Measure Top level Management initiation on building high performance Teams

3. LITERATURE REVIEW:

3.1 BUILDING A SOLID TEAM OF HIGH PERFORMERS:

Building a solid team of high performer**s** is a terrific challenge. Finding the best way to take two or more high-performing teams and merge them into one—so they can grow more reliant on themselves and one another—is an even greater challenge.

And it's one with amazing benefits. Creating effective, lasting, bonds of trust can further enforce each team's sense of competence and unity.

The process will invariably give you experience in management. It will also broaden your understanding of conflict resolution, which is one of the critical skills of any leader…but it's also an opportunity for the team. Together your team can learn more about tolerance and patience. They can also mature as individuals *and* as a unit overcoming challenges internally as well as externally.

3.2 BEST EXAMPLE IN THE COMPANY:

Cross functionality builds upon the skills and the relationships managers and employees should be creating every day. It provides a venue for the kind of understanding that makes teams and departments more effective and efficient. Additionally, this gives your associates the chance to be a part of that shining example that cross-department cooperation can thrive and generate new ideas.

This helps the individuals to find and overcome their own weaknesses or to improve upon their strengths. This can even give them the opportunity to test their mettle in greater and more dynamic roles within the company. Understanding what, why, and how other people are working effectively will give you the kind of long view that leadership should be on the look-out for.

3.3 Empowering to Excellence

Cross-functional training can give team members the often-missing sense of how their work complements and enhances the work done by the rest of the department. It can exponentially increase sense of buy-in and empower people on a company-wide level.

For example, a sales associate may have made a big sale. But in addition, she also helped the company make budget plus ten percent this year…with the help of the rest of the sales team and the support team that backed them up, plus the IT department that in turn supported them. Show your team members their place in the bigger picture: not how small their contribution…but how great.

Remember, training people to work as a team is an important step, but it's only the first. Training the teams to work together flawlessly is the next and best step toward meeting every worthwhile long-term goal.

4. METHODOLOGY:

Successful teams become stronger when members learn to work together. They have clear, acceptable goals. The members trust and respect one another. They communicate often and openly. Members have talent for creating and implementing ideas. The leader "fits" the needs of the team. And the support and resources from the wider organization and community are provided. Teams have the potential to be one of the most powerful drivers of success in an organization today. However, highly performing teams simply don't happen. They take time to evolve and mature. They take proper leadership. The T7 Model provides the framework by which to analyze the operations of a team. The Team Architect® assessment enables you to systematically collect the perceptions of team members as well as obtain the views of relevant others. The study revolves round the successful teams of high performance at BHEL, Hyderabad.

4.1 SELECTION OF SAMPLE SIZE:

In order to take a reasonable sample size around 20 Officers and 40 Managers have been selected at random from all the available departments of the organizations. A Feedback was taken with the help of a questionnaire. The Data collected was analyzed in order to understand performance and Job Satisfaction levels of employees, to understand various TQM approaches adopted and to measure top level management initiation on building high performance Teams.

4.2 SELECTION TECHNIQUES USED:

The technique of Random Sampling was used in the analysis of Data; Random sampling from a finite population refers to that method of sample selection, which gives each possible sample combination on equal probability of being picked up and each item in the entire population to have an equal chance of being included in the sample. The sampling is without replacement, i.e. once an item is selected for the Sample, It cannot appear in the sample again.

4.3 DATA COLLECTION:

To determine the appropriate data for research mainly two kinds of data were collected namely Primary Data & Secondary Data.

PRIMARY DATA:

Primary Data are those, which were collected in original and afresh however the methods used are as follows:

1. Questionnaire

2. Informal Interviews

SECONDARY DATA:

Secondary Data is collected from previous researches, literature and Annual reports of the company in order to write the research paper. The Secondary data was collected from:-

1. Annual Reports of the company

2. Previous Research Papers

3. Reviews of Literature

4. Articles

5. Websites

4.4 STATISTICAL TOOLS USED:

The main statistical tools used are:

1. Correlation(Karl Pearson Method)

2. Factor Analysis(Centroid Method)

3. Linear Regression Analysis & Least Square Estimation Analysis

4. LIMITATIONS OF THE STUDY:

 The following are the limitations of the Study:

1. The sample size was small and hence the results can have a degree of variations

2. The response of the employees in giving information was Luke warm

3. Organization's resistance to share the internal information

4. Questionnaire is subjected to errors

5. Models of TQM initiated at BHEL:

The top management of BHEL initiated TQM movement during 1994 and decided to follow the EFQM model adopted by Confederation of Indian Industry (CII) titled "The CII Model for Total Quality Management". This model is being widely adopted by a number of Organizations in India. The study focuses upon Creating and Re designing the smart workforce by supercharging employee productivity through building High performance teams underlining the TQM Approach by the organizations in the present Market.

6.1 CII MODEL FOR TOTAL QUALITY MANAGEMENT:
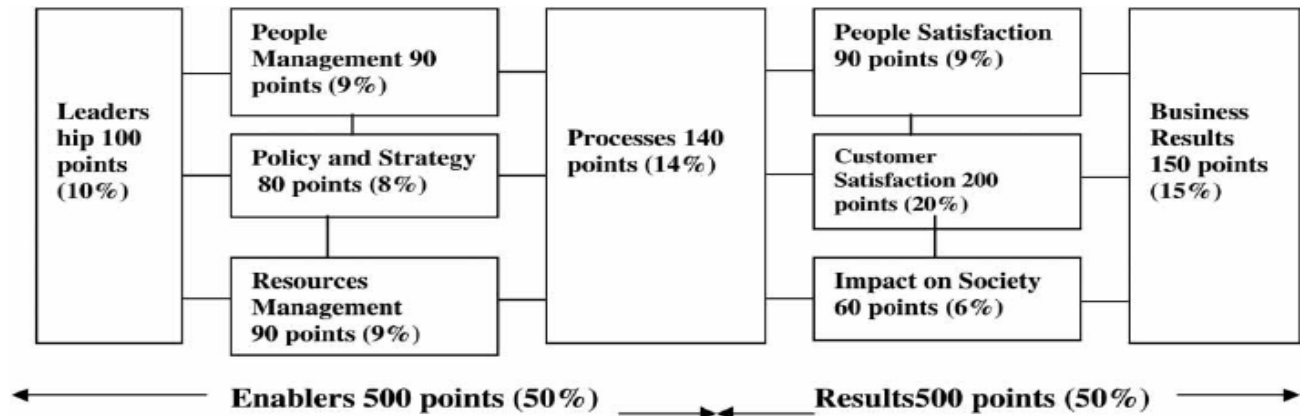
6.2 WORKING WITH TEAMS:

Appreciation bounds employees into a rhythm of perfection and Quality achievement. TQM can be viewed as pieces of Art in ancient times were in perfection and quality of work was appreciated in honorable way. The employee was motivated by enriching his wealth for Master pieces and flawless creation. The emperors have always believed in investing quality works and appreciated the workforce behind it.

6.3 IMPLEMENTATION TQM OF PROCESS:

1. Create top level Management Commitment
2. Develop a quality policy
3. Undertake training and education of employees
4. Develop specific strategies to achieve quality
5. Communicate quality strategy
6. Document the complete activities
7. Review and follow up

6.4 TOP LEVEL MANAGEMENT COMMITMENT:

The commitment of top level management solely depended upon following:-

1. Allocation of Budget and resources.
2. Control on the resources
3. Monitoring on the resources
4. Planning for change

6.5 ENLARGEMENT OF QUALITY SYSTEMS:

The success of implementation of TQM practices are enhanced by support, cooperation, mutual respect and consideration between staff members. Acceptance of change, work policies and level of productivity plays an important role towards TQM practice. Consideration between staff members, general openness to change and propensity to experiment and risk taking.

The other practices were work formalization, adherence to rules and procedures and observing hierarchy.

6.6 EDUCATION & TRAINING OF EMPLOYEES:

Training people to work as a team is an important step, but it's only the first. Training the teams to work together flawlessly is the next and best step toward meeting every worthwhile long-term goal. To bring the team culture among the employees in the organization, BHEL has deployed various programmes. For example, Quality Circles have been effectively contributing to improve way of working in the shop floors and bringing team culture in the organization.

In BHEL employees voluntarily get involved in

- '5S' movement,
- Quality Circles,
- Improvement projects,
- Cross Functional Teams

And in new initiatives such as ERP, OHSAS, OEE, etc. thus enhancing team spirit.

6.7 QUALITY CONTROL CIRCLES:

(QCC) provide the clearest exposition to generate motivation, autonomy and 55 creativity through an approach that is clearly defined. While QCCs target groups of people (i.e., employees), individuals have been targeted by the management method like "quality of work life" (QWL) which is not a part of the quality philosophies of quality gurus. "Quality of work life" shifts the key perspective to the individual worker as regards, his/her potential and skills and feeling about the job. It promotes meaningful recognition for workers and members of organizations as individuals. "Employee suggestion schemes" and "job-enrichment programs" are other management methods to complement the quality philosophies discussed.

6.8 CROSS - FUNCTIONAL TEAMS:

A close-knit working environment can positively impact a team and the individuals within. But branching out and building new relationships with other employees and entire departments strengthens them in unexpected ways. Here are points to encourage your team to build bridges across all channels.

6.9 CROSS DEPARTMENT CLARITY / BROADER TRUST:

When a team becomes isolated internally and compartmentalization makes tiny kingdoms and fiefdoms, it threatens the survival of the organization itself. Over time, a failure to build or maintain interpersonal and invisible bridges can cause a loss of efficiency and productivity and display an ignorance of the company mission. Cross functionality presents the kind of open-door communication that can eliminate problems before they start.

People can lose track of the greater purpose and forget about the survival and success of the company, choosing instead to focusing too much on their own progress. Interdepartmental trust is as vital to the long-term health of an organization as oxygen can be to the human body. In the same way, it needs to circulate.

Developing relationships through cross functionality and teamwork can keep the organization healthy and give everyone the confidence and clarity to report any early warning signs that there might be trouble before radical solutions are needed.

A cross-functional team is an organizational team consisting of members at the same level of hierarchy in the organization but serving in different areas.

Cross-functional teams provide an organization with some significant advantages. You can greatly increase creativity and problem solving with the use of cross-functional teams because of their composition. Members of cross-functional teams come with a diversity of experience, expertise, and knowledge. This diversity can help broaden perspectives and create synergy, where interaction of the members create a greater effect than the sum effects of each member acting alone, leading to a high level of creativity.

Cross-functional teams are not without disadvantages. The team can take significantly longer to develop cohesion because members come from different experiences and backgrounds. Moreover, a team leader must take care managing team relationships carefully because there may be a high level of conflict in these teams due to unit rivalry, egos, and possible conflict between the interests of the various parts of the organization represented by team members.

5S represents 5 disciplines to maintain visual at workplace it is a fundamental activity to improve business. 5S represents systematic approach for productivity, quality and safety improvement in all types of business. It is one of the important approaches in journey of continuous improvement is 5S.

It is a fundamental activity to improve business. 5S represents systematic approach for productivity, quality and safety improvement in all types of business. It is one of the important approaches in journey of continuous improvement is 5S

5S uses five Japanese disciplines

1) Seiri (Sort)

2) Seiton (Set)

3) Seiso(Shine)

4) Seiketsu (Standardization)

5) Shitsuke (Sustain)

5S program focuses on having visual order, organization, cleanliness and standardization.

These five techniques are helpful in organizing workplace day to day.

The Five S program focuses on having visual order, organization, cleanliness and standardization. The results you can expect from a Five S program are: improved profitability, efficiency, service and safety.

To know the degree of team working and communication exists in BHEL it is important to understand the following aspects clearly:

- Building initial rapport
- Signaling fairness and integrity
- Communicating proactively
- Facilitating efficient meetings
- Using your authority effectively

7. VARIOUS TRAINING PROGRAM ORGANISED FOR THE WORKERS IN BHEL HYDERABAD:

BHEL provides training to all its employees as per the policy of the organization.

S No	Training Programmes	Duration	Conducted by
1.	ISO 9000 and ISO 14000 refresher programme	1 day	Worker Teachers
2.	Personality Development	2 days	Worker Teachers
3.	Worker Teacher's Day	1 day	Worker Teachers
4.	ISO 14000 awareness	Half day	Worker Teachers
5.	National safety day	1 day	Worker Teachers
6.	Fire fighting day	Half day	Security Officer
7.	Workers participation in management	3 days	Central Board of Worker's Association
8.	Educational trip to Nainital,Rishikesh, Dehradun	7 days	Worker Teachers
9.	Gemba- Kaizen workshop	5 days	Kaizen Institute
10.	Security and fire fighting	1 day	Worker Teachers
11.	Positive Approach	1 day	Worker Teachers
12.	Meditation	2 days	Vippasana Sadhana Sansthan
13.	Worker's children-Workshop for young people, personality development	1 Day	Mrs Shakuntala Anand

"Not finance. Not strategy. Not technology. It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and so rare (p. vii)." This is the way Patrick Lencioni opened his best-selling book, *The Five Dysfunctions of a Team* (2002). It has been estimated that nearly all of the Fortune 500 companies employ teams of some form or type in their business (see Dumaine, 1994; Kirkman, Gibson, & Shapiro, 2001). Increasingly, teams are being used in a variety of

applications by a wide range of organizations (e.g., project teams, virtual task forces, quality circles, self-directed work teams, standing committees). The importance of work teams appears to be gaining in strength as jobs get bigger, organizational structures get more complex, and more and more companies become multi-national in scope (Naquin & Tynan, 2003). In today's corporate environment, it appears the team – not the individual – holds the key to business success.

One of the keys to developing high performing teams is to remember that successful teams do not simply happen.

- They take much effort and time.
- They take proper guidance and support from the team leader.
- They require an organizational culture which enables and fosters team work.
- To attain a high level of team performance, we must be knowledgeable about what factors influence team dynamics and effectiveness.

In an attempt to understand how teams work, a number of authors have proposed models of team performance. Each of these models presents several variables that the author(s) posit influence the effectiveness of teams. Some of the models highlight group structure and interpersonal dynamics, while others tend to focus on the talent and motivation of individual team members. Still others emphasize factors external to the team itself (e.g., a company's culture). Some models were proposed more than three decades ago; some were developed within the past few years.

8. DATA INTERPRETATION & ANALYSIS:

8.1 FACTORS RESPONSIBLE FOR EMPLOYEE SATISFACTION AT BHEL:

The factors responsible for motivation & Job Satisfaction are Recognition & Communication. But in reality lack of any one of the given factors may cause job dissatisfaction to the employee. Both are important factors in employee happiness and satisfaction. The result of the survey conducted to find the list of factors affecting job satisfaction:

S No	FACTOR	CHOOSEN AS#1	CHOOSEN AS#2	CHOOSEN AS#3
1	Benefits	10%	20%	25%
2	Friends & Relationships at Work	4	4	7
3	Relationships with immediate supervisor	15	10	8
4	Salary / Wages	30	23	20
5	Communication between Management & Employees	10	11	8

6	Recognition by Management	10	9	13
7	Job Security	9	7	8
8	Fair Policies & Procedures	9	11	10
9	Pleasant Physical working conditions and length of commute	4	5	11

| Variables	Ch1	Ch2	Ch3
2 & 3	0.3	1.7	1.9
3 & 4	0.21	0.8	1.32
4 & 5	0.56	0.93	0.81
5 & 6	1.31	0.48	0.79
6 & 7	0.78	1.32	0.98
7 & 8	0.14	0.39	0.72
8 & 9	1.84	1.12	0.18
	5.14	6.65	6.70

Factor Analysis (Centroid Method)

$$\sqrt{(\sum a)^2 + (\sum b)^2 + (\sum c)}$$

$$\sqrt{(5.14)^2 + (6.65)^2 + (6.70)^2} =$$

$$\sqrt{26.42 + 44.22 + 44.89} = \sqrt{121.53} = 11.07 \text{ Factor Points}$$

The joint factors, taken into consideration has been assembled in the form of 2&3, 3&4, 4&5, 5&6, 6&7, 7&8 and 8&9, contribute to explaining the factor variability of the studied variable, enabling to select the joint factors with significant influence upon the analyzed model relating to employees choices deriving at Job satisfaction at BHEL. The calculations of factors are based on the choice fundamental equation of factor analysis (1). Corresponding to the geometric form Variable 1 was not considered for this method as it is in percentage). The Maximum 0variance found is 11.07 factor points as per the above analysis.
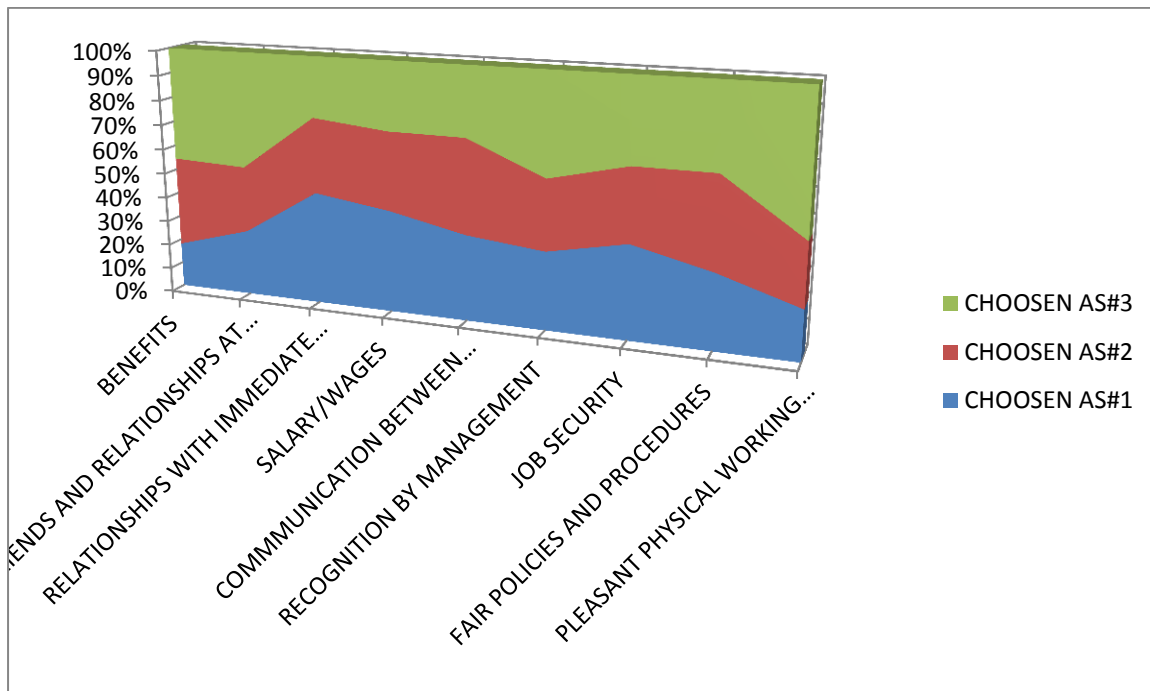
THE COMPARISON BETWEEN HR AND NON-HR POSITIONS IS PRESENTED IN THE MEMBER'S ONLY SECTION:-

While HR and Non-HR respondents list Salary/Wages as the number one factor, non-HR outnumbered HR by 3 to 1. That is, while **21%** of HR listed salary as number one and ranked it as first (with "Relationships" coming in a close second), **47%** of non-HR respondents did so. Further, neither group "agreed" with the above results from SHRM.

Job Title	Work Life Balance	Pay & Benefits	Job Security	Management	Culture
Intern(6)	0	0	0	6	6
Apprentice(10)	6	9	10	7	5
Manager Trainee(6)	4	6	4	4	4
Project Engineer(8)	6	8	8	7	6
Controller(1)	1	1	1	1	1
	12	12	12	17	17

Linear Regression Analysis & Least Square Estimation Analysis

| Job Title	Mean					Squares					Alternate Product						Sum/N=12.8378/5 = 2.5675
	A1-A	B1-B	C1-C	D1-D	E1-E						A(B)	B(C)	C(D)	D(E)	E(A)		Rationale Value=Y=a+2.567x
Int (6) (A)	6	9	+10	1	1	36	81	100	1	1	54	90	10	1	6	69/17 =4.0588	=0.25+2.567(0.25) = 0.89175
App(10)(B)	-2	-3	-6	-3	-1	4	9	36	9	1	-6	18	+18	3	2	143/163 =0.877	=0.25+2.567(0.25) = 0.89175
M.T (6) (C)	2	2	4	-3	2	4	4	16	9	4	4	6	-12	-6	4	201/64 =5.911	0.25+2.567(2.75) = 7.059
P.E (8) (D)	-5	-7	-7	-6	-5	25	49	49	36	25	-35	49	48	30	25	55/28 =1.964	2.75+2.567(0.75) = 4.675
C.P (I) (E)	0.25	0.25	0.25	-2.75	0.75	69	143	201	55	31	69	163	64	28	37	31/37 =0.027	0.75+2.567(0.25) =1.391
															Total	12.8378	

The objective of the above table is to estimate the parameters of the variables**,** based on the observed **n** sets of values and by applying a certain criteria function (the observed sets of values are constituted by selected values of the auxiliary variable and by the corresponding observed values of the response variable). This quantity indicates the variation of the estimated response values in relation to the mean. This quantity indicates the total variation of the observed.

Values in relation to the mean in statistical analysis it is convenient to write the estimators and the sums of the squares using Sum/N = Alternate Product (Mean).
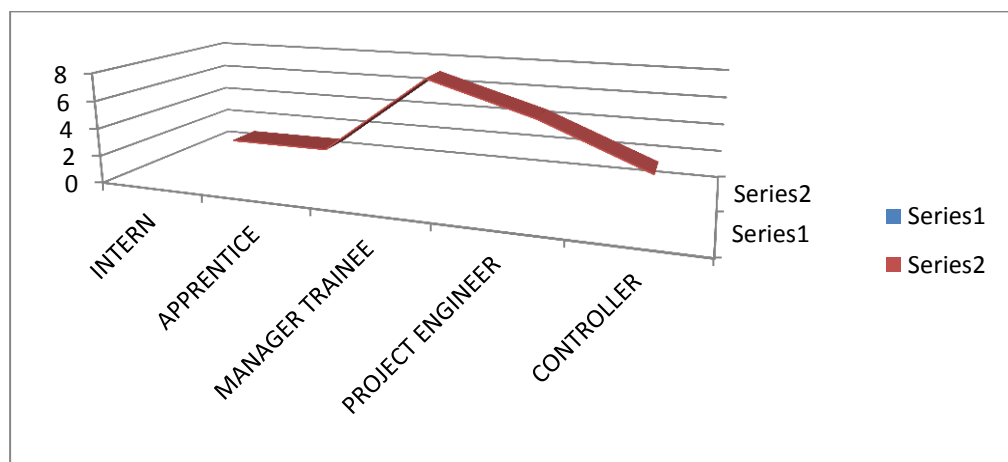
The interns and apprentice are not considered as beneficiaries as they are new to the organization and are under training. However the Manager trainees are benefitted to maximum then the project engineer and the controller in the organization.

8.2 MOST OF THE EMPLOYEES AGREE UPON IMPLEMENTATIONS OF QUALITY CIRCLES TEAM TO SOLVE PROBLEMS IN THEIR WORK AREAS:-
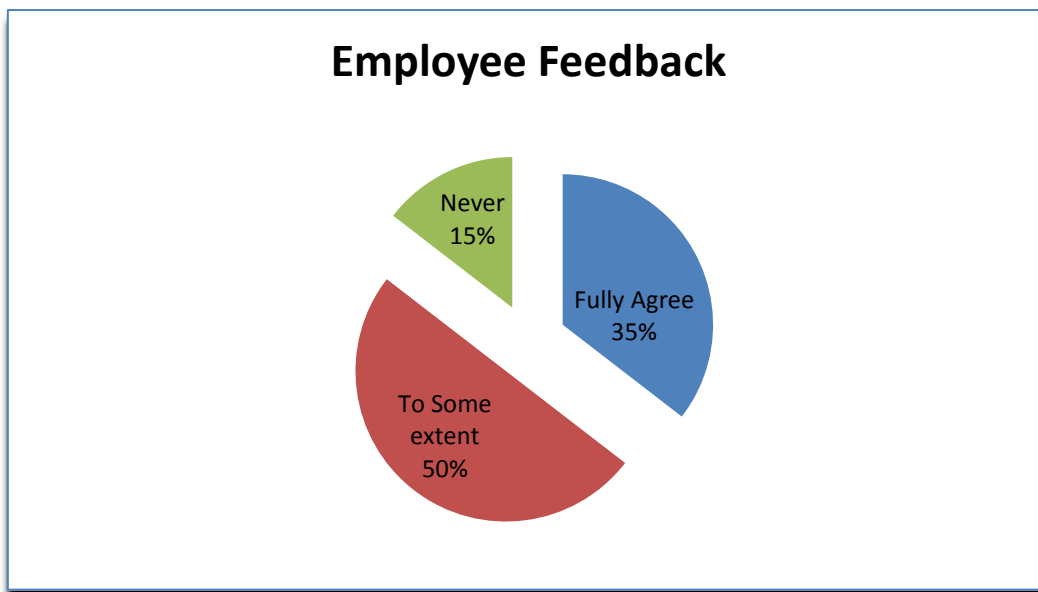
8.3 ARE QUALITY CIRCLES HELPFUL IN COST REDUCTION:-

S No	Opinion	No of Respondents	Percentage
1.	Fully Agree	59	59
2.	To some Extent	37	37
3.	Never	4	4
Total		**100**	**100**

9. FINDINGS:

1. The Employees are aware about Quality Circle Teams and their importance at BHEL, Hyderabad.

2. Majority of employees in BHEL, Hyderabad believe in Team Work.

3. Employee attains career growth, due to connecting individual goals with the organizational goals.

4. Job Description is clearly defined to the employees, so that they can perform their job without any hurdle.

5. There is lack of motivation among employees.

6. Employees feel there is lack of vision in top management.

7. Most of the employees are doing the things that are unplanned.

8. Lack of planning in is quite pervasive and evident.

9. Seniors have little faith on juniors yet they leave all of their responsibilities on the latter.

10. Very little support from superiors.

11. Sluggish growth monetarily as well as professionally.

12. Salary Gap between executives and assistant is very wide and promotion policy is time bound.

13. Conditions of project site employees are not very good and site facilities are outdated.

14. Promotion policy should be based on performance.

15. Improvement in co-ordination between Manufacturing units and sites is needed.

16. HR policies should be revised and HR department should be more active.

10. CONCLUSION:

Successful teams become stronger when members learn to work together. They have clear, acceptable goals. The members trust and respect one another. They communicate often and openly. Members have talent for creating and implementing ideas. The leader "fits" the needs of the team. And the support and resources from the wider organization and community are provided. Teams have the potential to be one of the most powerful drivers of success in an organization today. However, highly performing teams simply don't happen. The objectives of the study were derived at personal interviews, observations and the questionnaires. The employee satisfaction levels were measured with implementation of statistical tools like Correlation, Factor Analysis, Linear Regression Analysis & Least square estimation Analysis assembling various factors responsible for job satisfaction of the employees at different levels of the hierarchy.

The respondents argued that this can be achieved through allocation of the resources, control of the resources, monitoring and planning for change. The researcher found out that other than documentation of institution's activities, implementation TQM practices was not fully managed as most schools had not put a mechanism in place to handle quality policy, undertaking training and

education of staff, developing specific strategies, implementing quality programme, communicating quality strategy and review and follow up. They take time to evolve and mature.

Site coordination to be improved by manufacturing units work timing at project site should be fixed. More people to be posted if site and beurocrcy should be reduced empower people to take decisions not much growth poor management lack of vision resistance to change Make the systems more transparent and employee friendly. It is unknown how company gives support to develop specialists in different technical fields. Motivate and reward people to be leaders more flexibility to move in roles internally should be provided Higher Risks can be taken to promote development make it an engineering organization where technical persons are rewarded more than non-technical s Please bring good HR policy. Motivation and Technically sound managers are what this company requires. Y to manage workers union. Make strong policies for executive safety. Improve the output levels of workers. Otherwise sustaining in the market becomes difficult under consideration were support, mutual respect, consideration between staff members, general openness to change and propensity to experiment and risk taking. The other practices were work formalization, adherence to rules and procedures and observing hierarchy.

The success of implementation of TQM practices were enhanced by support, cooperation, mutual respect and consideration between staff members. Acceptance of change, work policies and level of productivity played a role to TQM practice. From the respondents 'information, it was found that TQM cannot be practiced without commitment of management who should engage staff empowerment, team work, continuous improvement and process improvement.

Resources should be mobilized and effectively utilized to make it possible for TQM practices to be feasible. Resources such as personnel, education materials, and infrastructure were found to be critical in school management. it is also clear that in school management the role of finances cannot be underestimated because without which managerial activities cannot run.

REFERENCES:

1. Alvarez, A., Butterfield, L. and Ridgeway, D. "Building Group Cohesion in the Workplace." Clinical Psychology Associates of North Central Florida Website,

   http://cpancf.com/articles_files/buildinggroupcohesionintheworkplace.asp,

2. Beam, Myra M., (2012). *Emotional Intelligence and Team Cohesiveness*. Marshall University. Theses, Dissertations and Capstones. Abstract.

3. Bishop, J., Scott, K., and Burroughs, S. (2000). "Support, Commitment, and Employee Outcomes in a Team Environment," *Journal of Management*, 26(6), 1113-1132.

4. Block, Peter (1993) *Stewardship: Choosing Service Over Self-interest*, San Berrett-Koehler, pages 9-10.

5. Covey, Stephen. (1989) The *Seven Habits of Highly Effective People*, Franklin Covey, pages 50, 51.

6. Daft, R., & Marcic, D. (2009). *Understanding Management (6th ed)*. Mason, Ohio: South-Western Cengage Learning

7. Druskat, V. and Wolff, S (2001). "Building the Emotional Intelligence of Groups," *Harvard Business Review, pages* 82, 83 and 85.

8. Lussier, R., and Achua, C., (2010). *Leadership: Theory, Application, & Skill Development (4th ed.)*. Mason, Ohio: South-Western Cengage Learning.

9. Oxford Brookes University, Oxford Centre for Staff and Learning Development, "Characteristics of a Group: Cohesiveness,"

   http://www.brookes.ac.uk/services/ocsld/resources/small-_group/sgt107.html. Accessed

10. Ross, Judith A., (2006). "Make Your Good Team Great," Building Team Trust and Cohesiveness. *Harvard Management Update*,

    http://www.beingabetterleader.com/docs/building%20team%20trust%20and%20cohesiveness.pdf?LanguageID=EN-US, Accessed November 25, 2 013. 11-12

11. Tuckman, Bruce W. (1965). "Developmental Sequence in Small Groups," American Psychological Association. *Psychological Bulletin*, Volume 63, Number 6, Pages 384-

12. http://openvce.net/sites/default/files/Tuckman1965DevelopmentalSequence.pdf.

13. BHEL Annual Reports 2009

14. BHEL Annual Reports 2016