

C O N C L U S I O N

1. The out-look for the future is bright for H.T.L. The development of the Electronic Teleprinter and the Electric typewriter are bound to bolster up the image of the organisation - both as a body of technical experts and as a commercial proposition.
2. The possibilities for the future are very encouraging. The Sales Department is likely to develop further with the growth in demand for electric typewriters. The R & D branch might ultimately develop into two wings - one for research and training and another for technical scrutiny of specifications and offers for sale of teleprinters in other markets. For more rational management, the materials purchase division could blossom into a regular inventory management group co-ordinating its activities with the Production Group. This means production into a more synchronous group from mere stores, purchase and control functions.
3. The emphasis has all along been on more professionalisation of tasks and responsibilities and this is one of the prime reasons for the profitability of the H.T.L. The bureaucratic controls are no doubt there and are inevitable in the very nature of the working of Public Sector Undertakings - control of the Ministry, the relations with the Bureau of Public Enterprises, accountability to Parliament etc. But the plea I would make is to encourage self-regulation and to maintain autonomy consistent with public interest, for both autonomy and self regulation are the cardinal characteristics of professionalisation.
4. Job complexity and functional interdependencies were noticed in H.T.L. as ^{primarily} contributing to a greater degree of professionalisation and this is reflected in the smaller span of control in the organisations structure and therefore to a lesser amount of bureaucratisation of the structure.