INTRODUCTION

Meat export industry is most important in our country; it comes under ministry of commerce and industry, Government of India. Meat export industry is now a $ 5 billion industry, not only replacing basmati rice as the biggest revenue earner in India’s processed food category, but also making India the world’s second biggest meat exporter. The Agriculture and Processed Food Products Export Development Authority (APEDA) was established in 1985. APEDA has been responsible for various process and procedures required for export promotion and development of food products. Meat processing and exports is a part of APEDA functioning. Meat export comes under animal products in APEDA. Meat export involves meat of buffaloes, bullocks, goats, sheeps, etc for the export purposes.

Since we are talking about an industry which runs into crores of rupees and earns valuable foreign exchange for the country, there is still lot has to be done at its managerial and organizational level. Structure of the Indian food processing industry presented by FAIDA/Ministry of food processing industries clearly states that industry is divided into 3 groups; it is shown in the following table no.1

**TABLE NO 1: CATEGORIES OF INDUSTRIES**

<table>
<thead>
<tr>
<th>Sr.No</th>
<th>Name of the industry</th>
<th>Share of the industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Organized</td>
<td>25%</td>
</tr>
<tr>
<td>2</td>
<td>Unorganized</td>
<td>42%</td>
</tr>
<tr>
<td>3</td>
<td>Small scale industry</td>
<td>33%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
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Goats and Sheeps contribute for the development of rural zones from where, they are mostly procured. India holds strong presence in international market for processed meat also they are as follow:

- Sausages and Canned Meat
- Homogenized meat preparation
- Preserved meat.

The production of meat and processed meat for export are done in Andhra Pradesh, West Bengal, Maharashtra, Kerala, Delhi, Uttar Pradesh and Rajasthan. Major exports are done to countries like Saudi Arabia, United Arab Emirates, Australia, Honk-Kong, Spain and Viet social Republic.
In research, researcher will focus on the opportunities and limitations of the meat industry in the light of organizational and managerial functions, as what can be done to increase productivity, efficiency and export of business to increase the profits and earn foreign exchange.

BACKGROUND
A study of ancient scriptures of India like Vedas tells us about nomadic pastoral Aryans who settled here, animal sacrifice was important part of their society till settled agriculture. Cattles and herds were considered as high value property. Brahmans used to sacrifice goats/rams, etc to please gods. Then Buddhism came into existence. Buddhism embraced AHIMSA and followed vegetarian diet. Infiltration of Mughals into the subcontinent brought new changes in eating pattern of the people. It was combination of meat and spices from India, which is continued till date.

After independence focus was on earning foreign exchange in exports, agriculture played a dominant role. Tanned hides were exported from animal category. In 1969, Allana group realized the potential of meat supply and its tremendous availability in India. Allana group is pioneer in meat export industries in India. It India at that time restrictive policies was followed. More exporters joined in 1970’s in the arena. In 1985, major step was taken by the government by establishing Agriculture and Processed Food Products Export Development Authority [APEDA] replacing Processed Food Export Promotion Council [PFEPIC] .APEDA help entrepreneurs with financial assistance, developing industries and storages, looking after safety checks and inspections, developing markets,etc. with new prospect the meat export industry became more competitive and advanced in terms of technology and volumes.

There have been hiccups also in industry like unhygienic meat produced, traditional slaughter houses, and traditional people with no knowledge of modern technology and international markets. Quality checks like Hazard Analysis and Critical Control Points [HACCP] and International Standard Organization [ISO] certification gave meat export a required boost in international market. Since India has many competitive advantages and positives like livestock of India are reared on residues of agriculture or green pastures and no use of any chemicals, antibiotics or hormones are used for making animal fat. Secondly Indian meat is free from dreaded disease Bovine Spongiform Encephalopathy {mad cow disease} and finally Indian meat is slaughtered strictly to Halaal method as required by importers this benefits has culminated in profits and shown steep rise in exports of meat in last decade.
Organizational Structure Of Business

It is not an easy task to visualize an organizational structure of any company or institution. Sometimes organizational structure could enclose more than thousand persons which work in different departments. Any types of organizational structure can be presented in the form of an organizational chart.

Often the organizational structure adapts to the production process depending on the type of production and kind of production. The choice of the method depends on the business objectives, dealing with the fact that in the future it will affect organizational action in many ways. First, the structure provides the foundation for standard working operations. Second, it defines the group of people making key decisions in the company, and the extent to which their point of view affects the activities of the organization.

The most often-observed organizational structure is bureaucratic. This structure is the most standardized with its characteristic features like strictly defined roles and responsibilities and hierarchical structure. Such structure is common among large corporations and enterprises. Bureaucratic companies have well-developed levels of management starting with the top echelons of power ending with the heads of departments, which complicates immediate decision implementations due to the necessity of its adoption at many levels.

To facilitate the workers’ understanding of their responsibilities, and for a clear understanding how to action in all occurring situations, org charts are being created for every department. As the authority of such organizations is at the top, the information is distributed from the top to the bottom of the hierarchical tree. This is the bureaucratic structure main advantage for top managers, since the strategic decision-making process is quite fast. The disadvantage of this system is its inflexibility due to the rigidity of its policies, therefore, making significant changes and innovations almost impossible. Also, these corporations can discourage creativity which makes it difficult for a company to fit if the marketplace conditions change.

Another way to organize a company is to group people by their functions. Functional organization structure divides company onto departments basing on functional areas such as human resources, production or marketing. Organizational chart is a type of diagram which presents a corporate structure as a tree, where the root is the head of a company, for example the President. The first level of branches in this tree is a heads of different departments which submit
directly to the President. In such way you can add all workers to the diagram to completely depict the organizational structure of the company.

Organizational structure is a method of representing relationships within an organization, a structure of the interrelated groups of an organization.

Organizational Structure effective management tool. Organizational structure diagram is designed to represent the current structure of an organization, or show communication and coordination flows and it display vision of organization.

**Functional Organizational Structure:** This type of organizational structure diagram is designed according to functional areas. This type is best to be used for creating some specific, uniform products. The common drawback that can be found in such a kind of organizational structure is difficult communication. You can easily see this if you draw communication flows on the organizational structure diagram.

**Divisional Organizational Structure:** This type of organizational structure chart is grouped to reflect workflows in your organization. They can be divided by product lines, regions, etc. This organizational structure is very flexible and efficient but there are also some shortcomings.

**SWOT In Brief**

SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. By definition, Strengths (S) and Weaknesses (W) are considered to be internal factors over which you have some measure of control. Also, by definition, Opportunities (O) and Threats (T) are considered to be external factors over which you have essentially no control. SWOT Analysis is the most renowned tool for audit and analysis of the overall strategic position of the business and its environment. Its key purpose is to identify the strategies that will create a firm specific business model that will best align an organization’s resources and capabilities to the requirements of the environment in which the firm operates.

In other words, it is the foundation for evaluating the internal potential and limitations and the probable/likely opportunities and threats from the external environment. It views all positive and negative factors inside and outside the firm that affect the success. A consistent study of the
environment in which the firm operates helps in forecasting/predicting the changing trends and also helps in including them in the decision-making process of the organization.

An overview of the four factors (Strengths, Weaknesses, Opportunities and Threats) is given below-

**Strengths** - Strengths are the qualities that enable us to accomplish the organization’s mission. These are the basis on which continued success can be made and continued/sustained. Strengths can be either tangible or intangible. These are what you are well-versed in or what you have expertise in, the traits and qualities your employees possess (individually and as a team) and the distinct features that give your organization its consistency. Strengths are the beneficial aspects of the organization or the capabilities of an organization, which includes human competencies, process capabilities, financial resources, products and services, customer goodwill and brand loyalty. Examples of organizational strengths are huge financial resources, broad product line, no debt, committed employees, etc.

**Weaknesses** - Weaknesses are the qualities that prevent us from accomplishing our mission and achieving our full potential. These weaknesses deteriorate influences on the organizational success and growth. Weaknesses are the factors which do not meet the standards we feel they should meet. Weaknesses in an organization may be depreciating machinery, insufficient research and development facilities, narrow product range, poor decision-making, etc. Weaknesses are controllable. They must be minimized and eliminated. For instance - to overcome obsolete machinery, new machinery can be purchased. Other examples of organizational weaknesses are huge debts, high employee turnover, complex decision making process, narrow product range, large wastage of raw materials, etc.

**Opportunities** - Opportunities are presented by the environment within which our organization operates. These arise when an organization can take benefit of conditions in its environment to plan and execute strategies that enable it to become more profitable. Organizations can gain competitive advantage by making use of opportunities. Organization should be careful and recognize the opportunities and grasp them whenever they arise. Selecting the targets that will best serve the clients while getting desired results is a difficult task. Opportunities may arise from market, competition, industry/government and technology. Increasing demand for
telecommunications accompanied by deregulation is a great opportunity for new firms to enter telecom sector and compete with existing firms for revenue.

**Threats** - Threats arise when conditions in external environment jeopardize the reliability and profitability of the organization’s business. They compound the vulnerability when they relate to the weaknesses. Threats are uncontrollable. When a threat comes, the stability and survival can be at stake. Examples of threats are - unrest among employees; ever changing technology; increasing competition leading to excess capacity, price wars and reducing industry profits; etc.

**Advantages of SWOT Analysis**

SWOT Analysis is instrumental in strategy formulation and selection. It is a strong tool, but it involves a great subjective element. It is best when used as a guide, and not as a prescription. Successful businesses build on their strengths, correct their weakness and protect against internal weaknesses and external threats. They also keep a watch on their overall business environment and recognize and exploit new opportunities faster than its competitors.

SWOT Analysis helps in strategic planning in following manner-

a. It is a source of information for strategic planning.

b. Builds organization’s strengths.

c. Reverse its weaknesses.

d. Maximize its response to opportunities.

e. Overcome organization’s threats.

f. It helps in identifying core competencies of the firm.

g. It helps in setting of objectives for strategic planning.

h. It helps in knowing past, present and future so that by using past and current data, future plans can be chalked out.

SWOT Analysis provide information that helps in synchronizing the firm’s resources and capabilities with the competitive environment in which the firm operates.

**Brief Industrial Profile of Mumbai District**

**General Characteristics of the District.**

Mumbai is the capital city of Maharashtra. It is the most populous city in India, and the fourth most populous city in the world, with a total metropolitan area population of approximately 20.5
Along with the neighboring urban areas, including the cities of Navi Mumbai and Thane, it is one of the most populous urban regions in the world. Mumbai lies on the west coast of India and has a deep natural harbor. Mumbai is the commercial and entertainment capital of India, it is also one of the world's top 10 centres of commerce in terms of global financial flow, generating 5% of India's GDP, and accounting for 25% of industrial output, 70% of maritime trade in India (Mumbai Port Trust & JNPT), and 70% of capital transactions to India's economy. The city houses important financial institutions such as the Reserve Bank of India, the Bombay Stock Exchange, the National Stock Exchange of India, the SEBI and the corporate headquarters of numerous Indian companies and multinational corporations. It is also home to some of India's premier scientific and nuclear institute like BARC, NPCL, IREL, TIFR, AERB, AECI, and the Department of Atomic Energy. The city also houses India's Hindi (Bollywood) and Marathi film and television industry.

**Location and geographical Area:**

Mumbai consists of two distinct regions: Mumbai City district and Mumbai Suburban district, which form two separate revenue districts of Maharashtra. The city district region is also commonly referred to as the Island City or South Mumbai. The total area of Mumbai is 603.4 km². Of this, the island city spans 67.79 km², while the suburban district spans 370 km², together accounting for 437.71 km² under the administration of Brihan Mumbai Municipal Corporation (BMC). The remaining area belongs to Defence, Mumbai Port Trust, Atomic Energy Commission and Borivali National Park, which are out of the jurisdiction of the BMC. Mumbai lies at the mouth of the Ulhas River on the western coast of India, in the coastal region known as the Konkan. It sits on Salsette Island, partially shared with the Thane district. Mumbai is bounded by the Arabian Sea to the west. Many parts of the city lie just above sea level, with elevations ranging from 10 m to 15 m; the city has an average elevation of 14 m. Northern Mumbai is hilly, and the highest point in the city is 450 m at Salsette in the Powai-Kanheri ranges. Sanjay Gandhi National Park (Borivali National Park) is located partly in the Mumbai suburban district, and partly in the Thane district, and it extends over an area of 103.09 km².

**SCOPE**

The study is restricted with Mumbai district only.

a) The period of study is 2001/02 - 2014/15. It means within the span above mentioned period, the data which is available into this period is taken into consideration only.
b) Study will consider only managerial and organizational level functions carried in meat exporting companies

c) The study will include meat from goat and sheep only, their products and by-products

Very little research study had been conducted on organizational structure pertaining to home meat export industry in India. The conclusion and outcome of the present study will be pragmatic to line managers as well as the human resources managers, as they would be able to understand the level of different structure among the different companies. The outcome will also help the managers to initiate strategies to reduce the overall organizational loss due to different structure followed in an organization.