CHAPTER 3

PROFILE OF COMPANIES UNDER STUDY
Chapter 3

The researcher has studied the Climate Survey mechanism in detail through various books, literatures, etc., which is good. However in order to see the same from implementation point he found its limitations as of giving the clear feedback on various points and which can be linked to the individual company perspective.

The researcher therefore started working with devising and identifying a unique process, which will suit to the organization’s short terms as well as long term need and through which the organization can take the immediate action for its correction on the required attributes.

The journey started with the questionnaire of 38 questions from Mr T V Rao’s book on the organization climate. It gives the overall picture of the organization and the researcher experienced the same. He was trying to find out the inputs for the various attributes so that one can take action on the required attribute/s and correct the climate level in the organization in order to maintain the high motivation level of the employees. To study the same, the researcher decided to carry out the exercise in the following two organizations:

1. Garware Polyester Limited (GPL), Aurangabad
2. Cosmo Films Limited (CFL), Aurangabad

The brief profiles of these organizations are as given below:
3.1 Garware Polyester Limited

This is an innovative technology driven organization in the business of Polyester Film with focus on developing new products, new processes and new application. Furthermore, the company’s export exceeds Rs 250 crores, out of the total sales turnover of Rs 600 crores. The company’s emphasis is on world-class product quality.

The company is in the manufacturing of bare film, metallised film, Sun Control Film, Safety Film.

The company is also in the backward integration for manufacturing of Chips at Waluj and Chikalthana and DMT at Waluj, Aurangabad.

3.1.1 : History –

In early 1930’s Mr.B. D. Garware made the beginning of the Garware group, who is popularly known as Abasaheb Garware. In 1933, Garware Motors Ltd. was incorporated to import second hand cars and sell them locally.

In 1942 Mr. B. D. Garware started a first Plastic factory in India and ushered in the Plastic Age in India. In 1957 the name “Garware Motors Ltd” was changed to Garware Plastics Pvt. Ltd.” Around the same time Mr. S. B. Garware took charge of managing the show.
3.1.2: Operations –

Garware Polyester Limited has its corporate office located at Mumbai, Registered office is located at Waluj, Aurangabad. The plants are located at Chikalthana, Waluj, Nashik and branch offices are at Ahemdabad, Bangalore, Calcutta, Delhi, Hyderabad and Madras, while sales depots are located at Bombay, Calcutta, Delhi, Jaipur, Kolhapur, Madras, Noida and Silvassa.

3.1.3: Patents and certification:

The Company has patented the process of dyed film used in the solar control applications internationally. The Department of Patents, United States, have lauded this process, appreciating its flexibility in terms of producing a high quality product that requires no special equipment and is well suited to production conditions.

The Company also has registered trademarks for Garfilm with the registrar of trademarks.

3.1.4: Capacity:

The company has its annual production capacity of 40,000 MT and thereby the monthly dispatch is of about 3300 MT of polyester film. The export to domestic market ratio is 60:40.

The annual production of the sun-control film is 2200 LSF (Lacks square feet) and thereby per month of 180 LSF. The export to domestic market ratio is 80:20.

Garware Polyester Limited (GPL) is the largest as well as the first company to produce Polyester Film in India for the last 25 years. GPL
have grown to be a force to recon with within the polyester film industry. GPL is continuously diversifying to meet new challenges and reach new horizons.

At Garware polyester, they serve the need of diverse industries. Their product range includes film that caters to the solar control industry, packaging industry, reprographic industry, etc.

GPL have four fully integrated film lines that enable them to meet customer demands. They are an ISO 9001:2002 company with customer base that spans the globe.

Serving the need of diverse industries, their bi-axially oriented polyethylene teraphthalate film range includes sun control film, overhead projector film and film for packaging, cable insulation, audio tapes, tracing & drafting – to name a few.

With an annual turnover in excess of 600 Crores and with export of 250 Crores, the company employs more than 1500 employees in their factories at Aurangabad & Nashik, Head Office at Mumbai and Marketing zones at Delhi, Chennai, Bangalore, Hyderabad, Pune and Nagpur.

This world is made up of their product. From the functionality of labels for the film cabinets to the aesthetics of music, GPL have reached out to customers in myriad ways for the past twenty years.

Company started at the end of the year 1958 by the founder leader Shri B D Garware became pioneer in India in the manufacturing and marketing of cast nylon products, nylon Monofilaments, Fishing Line and PP Bristeles, sold under the “GARFLON” brand. These products enjoy the reputation of being to international standard.
Shri Shashikant Garware, further steered the company through five decades of growth, diversification and changing technological innovations. The house of Garware is recognized as one of the leading industrial house in India.

The group has diverse interest in areas like the manufacturing and marketing of Nylon Multifilament Yarn, Industrial Yarn, Polyester Film, Video Films, X-ray and Graphic Film. Looking forward, acknowledging no boundaries, incessantly exploring the cutting edge of technology, GPL stand prepared to meet the needs of tomorrow.

They have received number of awards for innovation and excellence.

In 1980, they were awarded the Golden Shield by the Government of India (Ministry of Industry) in recognition of their capability for developing polyester film in-house and thus saving substantial foreign exchange for the government.

In 1988, the department of Science and Technology of Government of India recognized GPL's excellence R&D efforts with the Silver Shield Award for developing ray film with polyester base.

They have been consistently winning the Top Exporter Award from the Government of India (Ministry of Commerce) as well as Government of Maharashtra. The 70's award related to PVC pipes and fittings, but since 1984, it was their Polyester film, which took the lead.

Since 1974, GPL have expanded and grown as given on the next page.

A chart on the company's growth and expansion is enclosed herewith.
Table 3.1 – GPL’s GROWTH AND EXPANSIONS

<table>
<thead>
<tr>
<th>Details</th>
<th>CHIKALTHANA</th>
<th>WALUJ</th>
<th>NASHIK</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Film Plant</td>
<td>CP Plant</td>
<td>Sun</td>
</tr>
<tr>
<td></td>
<td>Line I</td>
<td>Line II</td>
<td>Control</td>
</tr>
<tr>
<td>Capacity</td>
<td>4800 TPA</td>
<td>6000 TPA</td>
<td>30000 TPA</td>
</tr>
<tr>
<td>Products</td>
<td>Thick Film 50 Mic to 350 Mic</td>
<td>Thin Film 12 Mic to 36 Mic, Audio, Matt &amp; Sun Control</td>
<td>Polyester Chips</td>
</tr>
<tr>
<td>Raw Material</td>
<td>Polyester Chips</td>
<td>Polyester Chips</td>
<td>DMT, MEG</td>
</tr>
<tr>
<td>By Product</td>
<td>Methanol</td>
<td>Methanol</td>
<td></td>
</tr>
</tbody>
</table>

3.1.5: SUMMARY OF DIFFERENT DEPARTMENTS

The following are the details of different departments in Garware Polyester Limited.

3.1.5.1: FIRE AND SAFETY DEPARTMENT

The company had a severe accident in 1995. Since then the Fire and Safety is given the most importance in the organization. Monthly review is conducted on 5th of every month by the CMD / JMD to ensure that there is no slippage on this important aspect.

BRIEF DESCRIPTION OF THE FUNCTION - The overall objective of F&S Dept. is to generate, develop and sustain a voluntary movement on Safety, Health and Environment at all levels, prevent accidents / Fire and thereby protect Human, Assets and the Environment. - This is achieved through Top Management support and visible commitment by the organization. (Safety and Health Policy is owned by all employees and the same is displayed at prominent places in the organization).

The methodology adopted for F&S activities viz. Identification, Elimination, Minimization, Mitigation and Review by way of (a) Engineering controls and (b) Administrative controls.

Fire & Safety training is a core activity to combat routine / non-routine, periodic and emergency needs.
3.1.5.2 : FILM PLANTS

Table 3.02- Capacity of Film Lines

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Description</th>
<th>Line I</th>
<th>Line II</th>
<th>Line IV</th>
<th>Line V</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Location</td>
<td>Chikalthana</td>
<td>Chikalthana</td>
<td>Waluj</td>
<td>Waluj</td>
</tr>
<tr>
<td>03</td>
<td>Capacity PM</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>04</td>
<td>Capacity PA</td>
<td>4800 TPA</td>
<td>6000 TPA</td>
<td>12000 TPA</td>
<td>17000 TPA</td>
</tr>
<tr>
<td>05</td>
<td>Total Capacity</td>
<td>3300 MT /Month</td>
<td>39800 MT / Annum</td>
<td></td>
<td></td>
</tr>
<tr>
<td>06</td>
<td>Line Speed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>07</td>
<td>Products Thick/Thin Film</td>
<td>Thick Film 50 Mic to 350 Mic</td>
<td>Thin Film 12 Mic to 36 Mic, Audio, Matt &amp; Sun Control</td>
<td>Thick Film 50 Mic to 350 Mic, Clear &amp; Super Clear Films</td>
<td>Thin Film 12 Mic to 36 Mic, HSL, Co-extruded &amp; coated Films</td>
</tr>
</tbody>
</table>


Polyester film is manufactured by continuous process consisting of the following steps.

- Feeding and drying of raw material
- Extrusion
- Longitudinal stretching of the film
- Transverse stretching of film
- Winding and slitting
3.1.5.3 : C.P. Plant (Continuous Polymerization Plant)

Table 3.03 – Continuous Polymerization Plant

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Description</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Installed in</td>
<td>1995</td>
</tr>
<tr>
<td>02</td>
<td>Capacity per day</td>
<td>70 MT</td>
</tr>
<tr>
<td>03</td>
<td>Capacity PM</td>
<td>2100 MT</td>
</tr>
<tr>
<td>04</td>
<td>Capacity PA</td>
<td>25000 PA</td>
</tr>
<tr>
<td>05</td>
<td>Raw Material</td>
<td>DMT, EG</td>
</tr>
<tr>
<td>06</td>
<td>Process Output</td>
<td>Polyester (PET) Chips</td>
</tr>
<tr>
<td>07</td>
<td>Types of Chips</td>
<td>M Normal (Bright), M Sun Control, M Improved</td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>M5 Silica Base</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Bottle Gr.Amorphous</em></td>
</tr>
</tbody>
</table>


CP plant comprises of two identical DCS Based Continuous Polyester Chips manufacturing lines having facility for Dual route. Plant overall capacity being 70 TPD.

This plant works on two raw materials by way of PTA and DMT and it is known as-

i. **PTA Route**

ii. **DMT Route**

**PTA as Raw Materials**

The raw material necessary for the production of PET are Ethylene glycol (EG) and Purified terephthalic acid (PTA).
**DMT as Raw materials**

Raw materials used for DMT route are Dimethyl terephthalate and Monoethylene Glycol.

DMT is available in the form of Flakes and also in Molten form from GCL. Flakes are transported in Bags and Molten DMT in Tankers. Monoethylene Glycol is Stored in Tanks in Tank Farm.

### 3.1.5.4 : SUN CONTROL PLANTS

**Table 3.04 – Sun Control Plant**

<table>
<thead>
<tr>
<th></th>
<th>Line A</th>
<th>Line B</th>
<th>Line C</th>
<th>Line D</th>
<th>Line E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity PM</td>
<td>25</td>
<td>25</td>
<td>-</td>
<td>125 LSF</td>
<td>-</td>
</tr>
<tr>
<td>Capacity PA</td>
<td>300 MT</td>
<td>300 MT</td>
<td>-</td>
<td>1500 LSF</td>
<td>-</td>
</tr>
<tr>
<td>Products</td>
<td>Coloured Film</td>
<td>Coloured Film</td>
<td>-</td>
<td>Laminate &amp; Safety Film</td>
<td>-</td>
</tr>
<tr>
<td>Line Speed</td>
<td>20-30 mpm</td>
<td>20-30 mpm</td>
<td>-</td>
<td>10-35 mpm</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Induction Manual of Garware Polyester Limited

Suncontrol manufacturing is a forward integration process of Film Plant. The Film is coloured and laminated to make the Sun Control Film, which is used in Car and Building application.
### 3.1.5.5 : Batch Plant

**Table 3.05 – Batch Plant**

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Description</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Installed in</td>
<td>1983</td>
</tr>
<tr>
<td>02</td>
<td>Capacity per day</td>
<td>40 T</td>
</tr>
<tr>
<td>03</td>
<td>Capacity PM</td>
<td>1200 T</td>
</tr>
<tr>
<td>04</td>
<td>Capacity PA</td>
<td>14000 T</td>
</tr>
<tr>
<td>05</td>
<td>Raw Material</td>
<td>DMT, MEG</td>
</tr>
<tr>
<td>06</td>
<td>Process Output</td>
<td>PET CHIPS</td>
</tr>
<tr>
<td>07</td>
<td>Types of Chips</td>
<td>M GRADE, SUN CONTROL, BOTTLE GRADE, MATT SILICA GRADE, FIBRE GRADE</td>
</tr>
</tbody>
</table>

Source: Induction Manual of Garware Polyester Limited

The manufacture of polyester also requires two basic raw materials – DMT (Di-methyl Terephthalate) and MEG (Monoethylene Glycol). DMT is available in solid flakes form and molten form from GCL plant, whereas the MEG is a clear transparent liquid. The normal process utilized for manufacturing polyester, involves three steps. This process is similar to chips manufacturing. Instead of Continuous polymerization, this is batch process.
**3.1.5.6 : DMT PLANT**

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Description</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Product</td>
<td>Dimethyl Terephthalate</td>
</tr>
<tr>
<td>02</td>
<td>Technology / Licence</td>
<td>GTC Technology corporation USA</td>
</tr>
<tr>
<td>03</td>
<td>Detail Engineering</td>
<td>Jacobs H &amp; G Mumbai</td>
</tr>
<tr>
<td>04</td>
<td>Started in</td>
<td>May 2000</td>
</tr>
<tr>
<td>05</td>
<td>Capacity per day (Average)</td>
<td>170 MT</td>
</tr>
<tr>
<td>06</td>
<td>Capacity PM</td>
<td>5000 MT</td>
</tr>
<tr>
<td>07</td>
<td>Raw materials</td>
<td>P-Xylene, Methanol</td>
</tr>
<tr>
<td>08</td>
<td>Bi-product</td>
<td>Methyl Benzoate</td>
</tr>
</tbody>
</table>

Source: Induction Manual of Garware Polyester Limited

Dimethyl Terephthalate (DMT) is an important raw material for manufacturing of polyesters. It is manufactured by catalytic oxidation of p-Xylene (PX) followed by esterification with Methanol.

DMT plant is a typical petrochemical plant with continuous process. All the controls are automatic through DCS (Distributed Control System).

The following reactions takes places in the process of DMT manufacturing:

- Oxidation
- Esterification
- Distillation:
  - Crystallisation
  - Packout
Presently due to the slack in the DMT production and activity, the company has decided to convert the same facility in to the Bio-diesel manufacturing activity. The same has been done and the production of bio-diesel is started. The current capacity is 100 TPD and the same will be increased to 500 TPD. The present feed stock is the PFAD (Palm Fatty Acid Distillate) as the Jatropha oil is not available. The Jatropha plantation is going on, which will take next about 5 years for the crop to come and use the same for the bio-diesel manufacturing.

3.1.5.7: CENTRAL ENGINEERING SERVICES

The central utility is located at the middle of the Waluj Complex. The utilities generated are supplied to DMT, Chips & Film plant for their production purpose. The utilities include following,

- Cooling Water System cap.3600 m3 /Hr
- D.M.Water Plant 384 M3 OBR
- Service Water System
- Steam Generation 36 T/Hr
- Thermic Fluid Heaters 16 MMCAL/Hr
- Nitrogen Plant 450 NM3/Hr
- Process air 20000 NM3/Hr
- Instrument air 2100 NM3/Hr
- Chilled Water System 900 TR/Hr
- Main Tank Farm.
  (Storage of Paraxylene, Methanol, H.S.D., F.O, Glycol)
- Effluent Treatment Plant.

Above utilities fulfill the requirement of all plants at Waluj at full load capacity.
3.1.5.8 : PURCHASE DEPARTMENT

The Purchase department is centralized activity situated at Waluj, providing services to Waluj Complex, Chikalthana complex, Metallizing Plant, Nasik, GPL (Core Plant) and GEL, Waluj. The main areas, which are handled, are:

➤ Procurement of fuel oil and lubricants
➤ Stores Spares & consumables
➤ Packing material
➤ Chemicals, Lab. Chemicals and Additives
➤ Capital Items
➤ Raw Material for Nasik Plant
➤ Imports for all the Plants except Sun control chemicals.

The main objective is to procure right quality material at right time, at right price and to ensure our internal customers (end users) satisfaction to the highest level.

3.1.5.9 : STORES DEPARTMENT

The Stores Function is one of most important constituents of ”Integrated Materials Management” function. The stores is integrated with Purchase Dept, Excise Dept. and Accounts Dept. There are Two Centralized Store Dept. One is at Chikalthana Complex and one is at Waluj Complex.

Objectives:

➤ To achieve highest accuracy in stocks.
➤ Timely service to User Dept.
➤ Reduction of Operational Cost and Optimum Utilisation of all resources.
➤ Better Management Information System
➤ Maintain Good Housekeeping.
3.1.5.10: IT Department

The major departmental day-to-day activity is to maintain and update the existing software applications, networking and hardware. Now the major focus is on office automation, upgrading the Email infrastructure and implementing cost saving projects. At present the company has huge setup of 400 desktops, 250 printers, 10 servers, 6 scanners and 7 notebooks. The maintenance of these is outsourced. Currently the company is linked to ISPs through leased lines and dialup connections mainly for Internet access and mail transactions. Shortly their Chikalthana, Waluj, Head office Mumbai and Nashik unit will be connected through leased line which will help them in better communication and making all the information available on line. Almost all business operations are carried out using the software applications like Symco accounting application and payroll application etc.

3.1.5.11: ACCOUNTS DEPARTMENT

Accounts department is a common function for the Plants at Aurangabad and Nashik. The Head Office, Mumbai, supports it. This department takes care of all the accounts related activities such as Accounts, Taxation, Excise, sales reconciliation, etc.
3.02 : COSMO FILMS LIMITED

Cosmo Films Limited is about 25 years old company, which is professionally managed. Mr Ashok Jaipuria is the Chairman & Managing Director of the company. The company has its head Office at 30, Community Centre, Saket, New Delhi, two works at Waluj, Aurangabad and Karjan (Gujrat) and the Marketing is scattered in four different zones in order to cover all the market areas. The company manufactures Bi-axially Oriented Polypropylene (BOPP) Films and has a capacity of about 14,000 Tons P.A. At present the company is exporting around 40 % of its BOPP production to USA and Europe. The company is now focusing more on the Export market and also planning to increase its capacity in near future.

Cosmo started plotting a new strategic direction about five years ago to reduce costs and improve customer services, quality and productivity. The company started a journey to rediscover its potential.

In order to bring the company from loss to profit, the company has taken three major steps in the organization which are as given below:

1. Customer Focus
2. Continuous Improvement
3. Employee Involvement & development (Managers to Leaders)

The following paper describes the multifold changes, which took place in Cosmo Films Limited during the last five years.

"If you always do what you have always done, you will only get what you have always gotten."
The above saying by Dr. Bernard Shaw was known to all Cosmites, but its practical meaning was not known. In last 5-7 years the real meaning of this quote is well understood by all at COSMO.

Many call it Business Process Re-engineering, or Business Process Improvement or by some other Management jargon.

Just upside down, inside out, black to white........

The story of Cosmo turnaround is very fascinating and eye opening. It was possible due to the focused action in one direction under the able leadership of Cosmo management. Every aspect of its management, from production to supply chain, and human resources to marketing, has undergone radical change. It’s now slimmer; it’s faster; and it is more confident.

The fundamental changes are towards improvement in manufacturing processes, improved customer service and satisfaction, improved employee perception level, improved systems automation, improved managerial skills, etc for today’s competitiveness. The organization has built around efficient business processes and two-way communication lines between the senior management and the rank and file, not one individual manager’s charisma. But, obviously, no individual can practice the same without a complete support and guidance from the top, which is created in CFL in past 5 – 7 years.

The story is about how positively focused attention, can release the tremendous synergy of its people. Indeed, decentralization and empowerment are the main dominant threads in this restructuring tapestry.
Various actions are being taken in each and every small corner of the organization to improve the Customer Satisfaction both External & Internal, Continuous Improvement through bench marking, best practices and stretch targets and changing the Managers in to Leaders.

The brief information of all the departments at Cosmo Films are give below :-

3.2.1 : CFL’s BUSINESS DEVELOPMENT DEPARTMENT

One of the key strategic decisions taken by the Top management was to shift the focus of Research and Development (R&D) department, which was primarily based on the development of product in isolation with the understanding of the market potential and customer requirements. It was often felt that most of the times, R&D develops new products but they are not able to create the market due to lack of understanding of the advantages and application of the product by the marketing. This resulted in low market share of new developed products and was dying a natural death. Hence the management had taken a bold decision to do organizational restructuring of the R&D as well as Application Development department and accordingly both the departments were merged together and given a new name as Business Development department.

Diagram 3.01 – Flow diagram of Business Development Department
The focus of the Business Development (B&D) department is directed to more business oriented and customers need based market rather than basic research. On being done the organization restructuring, the focus of the business development department is shifted. Now the first responsibility of the Business Development department is to go in to the market and meet the customers directly and to understand their technical requirement thereby avoiding misunderstanding of the end use. They have to make on the spot assessment of the customer requirement and access the market potential before taking any decision to go for new product development. The second stage of the in-house development activity starts only after accessing the market potential.

The brand image of the company has gone up as a market leader in developing new products and customer need based developments. It has also reduced the overall cycle time from 2 years to 6-9 months from development to commercialization. It has also motivated the Business Development team because of fast result.

3.2.2: MARKETING

Building sales volume & realization through identified key strategies is the key objective of the marketing department:

Building sales volume and realization through identified key strategies is the key objective of the Marketing department. The Exportment marketing department also operates from the Plant so that the concerned marketing executive can ensure the supply of the right material to the desired customer. The export department was earlier at Delhi, at their Head Office. The same is shifted to Aurangabad since last 5-7 years.
The domestic department operates from Aurangabad but they also have their branch offices at Chennai, Delhi, Kolkatta, Hyderabad and Mumbai.

3.2.3: Finance & Accounts Department
The Accounts department is situated at Aurangabad and responsible for all the commercial function of the company like accounts, financing, sales tax, excise, etc. This department was earlier at Head Office Delhi except only the plant account function at Aurangabad. This department is supported with the latest technology of the ERP system and hence the balance sheet of every quarter is normally ready by the 10th of respective month.

3.2.4: Information Technology
The company has EDP department from 1990, which has developed and implemented in-house package as per the requirement of individual department by using Dbase/Foxbase. Since all the departments at CFL were not interconnected, it had lead to create the islands of information. The data inconsistency and data duplication was a major problem at the time of operation. To overcome this problem they had decided to integrate the entire department in company. To integrate the department there were three solution one to develop the system in-house, to get it develop from outside otherwise to implement readymade solution. On study of the different solution available in the market management decided to implement ERP (Enterprise Resource Planning) system in the organization, which will help to implement international practices in the organisation though it was a new altogether concept in 1996-97.
3.2.5 : HUMAN RESOURCE DEPARTMENT

Fundamentally any Organization needs 3 kinds of resources; financial, technical and human resources. Financial resources are short term; they are quickly available. Technical resources are more medium term; they have to do with tools, equipment, processes and systems. HR, however, is a long-term strength for a company. It is the only intelligent resource organizations have.

The company believes that, nothing is possible unless you have right kind of people for the right jobs. In order to create the same, one also needs to take a structured and systematic approach in the area of HR, which was started since last about six and half years. Earlier it was a traditional Personnel & Administration approach, which is now converted in to HR approach.

The company also believes that, they must build on it to sustain their company's vitality. The company therefore strongly believes that, the Human resource is the main resource, which can only bring change in the organization. They are continuously working on the different HR tools to keep the moral and motivation of the employees at optimum level. Some of the tool used are as given below:

- Performance Appraisal
- Job evaluation and job classification
- Right sizing the organization
- Organizational restructuring
- Training and Development
- Multi-skill Approach
- Empowering the workforce
- Policies and procedures
- Employee Perception Survey
- Improving quality of life by competitive culture
- Family Get-together
- Systematic and regular MIS

3.2.6: FINISHED GOODS STORE (FGS)

This is a very important department of the company. In order to improve the visibility and bring this activity also in proper focus it was shifted to the front side of the company. Now it is further made better and connected to the plant by increasing it’s transparent view for proper control and management.

The functions of this department are –

- Container loading ramp
- The packing of rolls and making pallets.

3.2.7: RPG (Reprocessed Granules) Plant

Waste Management: This is the area, which is tackled very carefully. The lines were continuing to run irrespective of what was coming out of it. It is decided to stop the line if it continues to produce only waste & the problems were unidentified. But once the results started pouring-in, it got deep-rooted in the minds of operating people. This concept has drastically helped to not only reduce the waste but also the power consumption on wasteful activity. RPG is a process of converting in to the reprocess granules for the reuse as raw material.
3.2.8: COATING & LAMINATION PLANT

It was felt that the Production units are spread over too much looking to the type & size of business the Cosmo Films is in. Hence the relocation of units is done. The Coating & Lamination activity is relocated at Waluj. The plant at Silvassa & Chikalthana were shifted to Waluj to have better control over this business as it came closer to main activity of film production. The lamination lines are in one shed, and it is helping to operate with less strength of employees, lesser infrastructure was required, any improvement in one plant can be immediately shifted to other plant. The major area of concern is the problem of Product quality coming out from these plants. The coated film is used as a Cosmo Made Paper also called as CMP.

3.2.9: MAINTENANCE

The major issues in this area are the following:

➢ Irregular power supplies throughout the year.
➢ Excessive downtime.
➢ Frequent failures of critical equipment.
➢ Low morale.

A custom-made methodology is developed to tackle above issues. This department caters all the maintenance functions of the company such as Electrical, Instrumentation, Civil and Mechanical also.
3.2.10: MANUFACTURING – (BPL Lines)

There are eight BOPP (Bi-axially oriented Poly Propylene Film) lines at Cosmo Films Limited. One line is at Chikalthana, 4 at Waluj, one at Karjan at Baroda and two at Baska at Baroda. All the lines are working depending upon the load on the lines. The Slitting is also a production function, where the jumbo rolls are cut in to sizes as per the requirement of the customer.

3.2.11: PRODUCTION PLANNING AND CONTROL (PPC)

Production planning is the department that plans the schedule of the production and dispatch as per the orders received from the marketing. The orders received are compiled by this department and depending upon the capability and feasibility of the production of the lines the load is given keeping in view the contribution coming from that product on that particular line. It is a skill of the department to get the maximum output possible by proper planning of the orders and loading the lines. The department also plans the dispatch schedule in order to maintain the customer satisfaction.

3.2.12: QUALITY ASSURANCE

Quality Assurance is a department, which is converted from the Quality Control to Quality Assurance where they take an ownership that the product will be assured for its best quality. The concerned staff of the department works in all the three shifts and controls the quality of the product at the production stage instead of checking and rejecting afterwards. The department is no more a Police department. It is a part of the process department.
3.2.13: PURCHASE

The purchase and stores is a common function for the company. This department takes care of the procurement of the raw material, engineering and daily administration requirements of the plant. The entire activities on purchasing of the company are handled by this department situated at waluj.

3.2.14: STORES

The store is a common function for the company. There are sub stores at the different plant level but the same are centrally controlled. The store department receives the material procured by the purchase department with a proper receipt and then the same is issued to the concerned indenting department for their use.

3.3 - SUMMARY

The above given is the detailed study of the organizations under study for their operation and on the different activities which are essential to understand the role of the employees in the respective organization.

While carrying out the above study, the researcher had an opportunity to interact with the employees working in all these departments / functions and take the feel of the individuals on their overall satisfaction level towards the companies policies, procedure and work culture. It is observed that, in both the organizations under study, the employees are overall satisfied on most of these aspects. Both the organizations are taking proper care of their employees. The comparision on the HR practices in these two organizations are as given below:-
<table>
<thead>
<tr>
<th>Sr No</th>
<th>HR Practices</th>
<th>At Garware Polyester Limited</th>
<th>At Cosmo Films Limited</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Manpower planning</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>2</td>
<td>Role Analysis</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>3</td>
<td>Recruitment and selection</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>4</td>
<td>Performance Appraisal System</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>5</td>
<td>Performance Counselling</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>6</td>
<td>Potential Appraisal</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>7</td>
<td>Employee’s Training and Development Plan</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>8</td>
<td>Career Planning</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>9</td>
<td>Succession Planning</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>10</td>
<td>Educational Assistance Scheme for increasing the Qualification of the employee.</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>11</td>
<td>HR Policies and Procedure</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>12</td>
<td>Exit Appraisal</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>13</td>
<td>Balance Score Card</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>14</td>
<td>Climate Survey</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>15</td>
<td>Job Evaluation and Classification</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>16</td>
<td>Human Resource Record and Reports</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Source: Study and understanding of HR Practices of these companies
In both the organizations all the above respective practices are supported by the documented HR Policies, which are revised and updated by the HR department from time to time, in line with the other industries, so that the employees feel comfortable while performing or executing their jobs. The HR Policy manual is circulated and is available to all the employees for their reference.
SELECT REFERENCE:


3. ISO 9000 Manual of GPL


5. Turnaround study manual of Cosmo Films Limited.

6. Turnaround story of Cosmo Films Limited used at IIM, Ahmedabad.