## CONTENTS

<table>
<thead>
<tr>
<th>DECLARATION</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACKNOWLEDGEMENT</td>
<td>II</td>
</tr>
<tr>
<td>PREFACE</td>
<td>III-IV</td>
</tr>
<tr>
<td>CONTENT</td>
<td>V-VII</td>
</tr>
<tr>
<td>TABLE</td>
<td>VIII</td>
</tr>
<tr>
<td>ABBREVIATION</td>
<td>IX-X</td>
</tr>
</tbody>
</table>

### CHAPTER - I  
**INTRODUCTION: ORGANIZATION DEVELOPMENT AND CHANGE**  
1-35

1.1 Organisation Development : Conceptual Framework  
1.2 Field of Organization Development  
1.3 Organisation Development Intervention  
1.4 Current Trends of OD  
1.5 Essence of OD and Change  
1.6 OD in India  
1.7 Organisation Change : Approaches leading to change  
1.8 Does OD Work?  
1.9 Assessing of Organization Development and Change in light of some burning issue and problems.  
1.10 Resistance to change  
1.11 Need of the study  
1.12 Objectives of the Study  
1.13 Research Methodology  
1.14 Review of Literature of the Study  

### CHAPTER - II  
**CEMENT INDUSTRIES – A DEVELOPMENT PROFILE**  
36-53

2.1 Era of dominant imports (1914-1924)  
2.2 Era of Struggle and Survival (1924-1950)  
2.3 Era of Planning and Control (1951-1982)  
2.4 Era of Partial Control (1982-1988)  
2.5 Era of total Decontrol (1/3/1989 and onwards)  

### CHAPTER - III  
**ORGANIZATIONAL STRUCTURE OF CEMENT INDUSTRY**  
54-89

3.1 Typology of Organizational Structure  
3.2 Assessing structural change of Cement Industries in India  
3.3 Departmental Framework of Indian Cement Industry  
3.4 Dimensions of Cement Industry's organizational structure  
3.5 Corporate Restructuring in Cement Industry in India  
3.6 Findings on Structural Transformation of Cement Enterprises.
CHAPTER – IV TECHNOLOGICAL DEVELOPMENT AND CHANGE

4.1 Technology: Meaning / Observation 90-90

4.2 Cement Manufacturing Technological Process 90-96
   4.2.1 Portland Cement Process 92-92
   4.2.2 Wet/Dry Process 92-93
   4.2.3 Portland Pozzolana Cement Process 93-95
   4.2.4 Portland Blast Furnance Slag (PBFS) Cement Process 95-96

4.3 Technological Development and change in the Production of cement 96-110

4.4 Identifying technological gaps with reference to Global Practices and Trends 110-111
   4.4.1 Raw material 110-111
   4.4.2 Mining Equipment 111-112
   4.4.3 Changing in Processes 112-113

4.5 Trends of Technological in the Indian Cement Industry 113-116
   4.5.1 Wet Process Plants 113-114
   4.5.2 Dry/Semi-dry process plants installed during 1960-1980. 114-115
   4.5.3 Dry process plants with precalcinator: 1980 115-116

4.6 The New Advanced Dry process Technology after 1990's 116-118

4.7 Technological Gaps : Findings Gaps in Current Manufacturing Cement Process 118-121
   4.7.1 Wet process plant 118-118
   4.7.2 Dry-process/semi dry process plants built before 1980. 118-119
   4.7.3 Precalcinator plants built before partial decontrol 119-119
   4.7.4 Precalcinator plants built after partial decontrol 119-119
   4.7.5 Plants built in 1990's 119-120
   4.7.6 Transportion and handling 120-121

4.8 Modernization Draw up a plan of action for the up gradation of technology. 121-126

4.9 Assessing the R & D needs of the Industry 126-127

CHAPTER – V HUMAN RESOURCE DEVELOPMENT 128-167

5.1 Changing concepts of Human Relations 128-131

5.2 Assessing Human Resource Development in Cement Industry in India 131-154
   5.2.1 Manpower planning 132-138
   5.2.2 Personnel Records 138-139
   5.2.3 Performance Assessment 139-140