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CHAPTER - I

1.1 Introduction

The paper usage is closely associated with human lives. The better and quality production of paper is linked with better functioning of the industry. The organization effectiveness is one of the important aspects to achieve the same. For insistence, the effective vision/mission, adequate infrastructure, better organizational policy, cordial relationship of the employees, good organizational climate/ culture and the effective leadership are the means of the organization’s effectiveness. The organizational development of the paper industry is the growing need of an educated society. After 1990 India faced a vast economic change due to the introduction of LPG policy. All the industries must have to prove themselves and its effectiveness in the global market. The quality of the products and service is an essential part in the standard and effectiveness in the global market. The overall process is called organization development which is closely associated with the values, culture and the behaviour modification of an organization. Most of the organizations the profitability, productivity, morale and quality of worklife are the concerns because they impact achievement of organization goals. There is an increasing trend to maximize an organization's investment in its employees. Organizations need to "work smarter" and apply creative ideas.

The work force has also changed. Employees expect more from a day's work than simply a day's pay. They want challenge, recognition, and a sense of accomplishment, worthwhile tasks and meaningful relationships with their managers and co-workers. When these needs are not met, performance declines. Today's customers demand continually improving quality, rapid product or service
delivery; fast turn-around time on changes, competitive pricing and other features that are best achieved in complex environments by innovative organizational practices. The effective organization must be able to meet today's and tomorrow's challenges. Adaptability and responsiveness are essential to survive and thrive. This research focuses the organization development strategies practised in a paper industry situated in Karur. It is owned by the government of Tamil nadu, India.

1.2 Scope of the Study

This study has scope as it covers a wide range of OD strategies viz., Organization mission / vision, Organization culture, Training and development, Team building, and conflict and Leadership management. This study would not only provide a vital input in the reformulation of strategies but also iron out their deficiencies. Further this study would make the executives understand about the ways and means to develop a sound financial viability and growth. More than this the modified strategies in the light of their perception and views could enhance the performance of the whole organization considerably.

Such a study would be of a great help to the other paper industries in Tamil Nadu and elsewhere. This study is focusing to study the executive’s perceptions of Organization Development strategies practised in Tamil Nadu Newsprint and Papers Limited (TNPL) at Kagithapuram in the Karur District of Tamil Nadu.

1.3 Statement of the problem

Organization development (OD) is a planned, organization-wide effort to increase the organization's effectiveness and viability. OD is a complex strategy intended to change the beliefs, attitudes, values, and structure of an organization,
so that it can better adapt to new technologies, markets, challenges, and the dizzying rate of change itself.

Performance of the industry has been constrained due to high cost of production caused by inadequate availability and high cost of raw materials, power cost and concentration of mills in one particular area. Several policy measures have been initiated in recent years to remove the bottlenecks of availability of raw materials and infrastructure development. Imports of paper and paper products were growing over the years.

The state owned paper industry called Tamil Nadu newsprint paper limited (TNPL), Karur, is now facing problems due to the start of more private paper industries and facing problem in marketing its products by the competition of the private industries. More selling of the product is closely associated with the quality of the products. The product quality is directly linked with the performance of the employees who are working in the industry. The organization’s development strategies practiced by this industry have a close nexus with overall performance of the industry. In this context, it is necessary to examine the perception of the executives about the OD strategies. This perception of the employees will reflect the strengths and pitfalls of the industry. This study also facilitates the reformulation of OD strategies in the light of the opinion expressed by its executives. Hence, this research is worth researchable from the point of view of both diagnosing the flows in the OD strategies and practicing appropriate OD strategies to put the industry on the right track with financial viability.
1.4 Objectives of the study

The major objective of this study is to know the executives’ perception on organization development strategies practised in Tamil Nadu Newsprint paper limited (TNPL), Karur,

The following are the specific objectives of this study

1. To study the level of perception of the respondents on Organizational Development strategies practiced in the organization
2. To identify the factors that influence the respondents on the perception on Organizational Development practices.
3. To find out the relationship between the socio-economic factors and the perception of respondents on Organizational Development practices.
4. To evolve feasible solutions based on the study to improve the Organizational Development strategies and the perception of the respondents.

1.5 Concepts of Organization Development

Organizational Development is a process of improving organizational efficiency and health. The term is a new concept introduced in 1950. It is a deliberate and systematic process of forming an environment that enables the members of an organization to understand and deliver on its strategic goals. Hereafter, it is known as OD.
The OD process aims at creating flexibility and adaptability in the organizational structure. A dynamic organizational structure can facilitate faster and better response to technological and market developments. Being a top to bottom approach, OD involves active interventions by the top managements and intention to achieve the desired changes in the attitude, values and believes of the employees. It is the transformation or a change in the employees’ behaviour, attitude and values towards their work and their approaches. OD is the use of planned interventions in the workplace based on behavioural science to improve both organizational and individual functioning. Its focus is on improving the organization's ability to assess and to solve its own problems. Moreover, OD is oriented to improve the total system - the organization and its parts in the context of the larger environment that impacts upon them. OD applies behavioral-science knowledge and practices to help organizations change to achieve greater effectiveness. It seeks to find how organizations relate to their external environments and function internally to attain high quality performance of work life. OD emphasizes change in organizations that is planned and implemented deliberately. It is both an applied field of social practice and a domain of scientific inquiry.
1.6 Meaning

OD concepts are typically integrated with the culture of the organization. It is viewed as a means to achieve optimum organizational and individual effectiveness. An effective OD can help the organization in several ways. It can help in achieving improved employee training and executive development programme, career planning and management, performance management conflict management, Change management, Compensation management, Team building and TQM. Similarly, it can also help the individual employees in their problem solving capacity, career goal-setting, communication and socialization skills, leadership development, time management, continuous feedback, and strong communication network. The following are some definitions:

1.7 Definition of Organizational Development

Margulies & Raia (1972)

“A value-based process of self-assessment and planned change, involving specific strategies and technology, aimed at improving the overall effectiveness of an organizational system”

Warrick (1984)

“Planned, long-range systems and primarily behavioural science strategy for understanding, developing, and changing organizations to improve their present and future effectiveness and health”
**French and Bell (1990)**

“A planned systematic process in which applied behavioural science principles and practices are introduced into an ongoing organization towards the goals of effecting organizational improvement, greater organizational competence, and greater organizational effectiveness”.

(The focus is on organizations and their improvement or, to put it another way, total systems change. The orientation is on action – achieving desired results as a result of planned activities).

**Cummings and Worley, 1997**

"Organization development is a system-wide application of behavioural science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness."

**National Training Laboratories, U.S.A. (2000):**

“Using Knowledge and Techniques from the behavioural sciences, Organization Development attempts to integrate individual needs for growth and development with organizational goals and objectives in order to make more effective organization”.
1.8 Objectives of Organizational Development

OD is basically a problem solving approach. It is a continuous process of an organization as changes occur continuously in the external environment. Objectives of organizational development are framed, keeping in view specific situation and they vary from one situation to another. In other words, these programs are tailored to meet the requirements of a particular situation. The primary purpose of OD is to improve the organizational health and efficiency through the planned intervention. It aims to accomplish multiple objectives. These are:

- Making individuals in the organization aware of the vision of the organization. Organizational development helps in making employees align with the vision of the organization.

- To improve the organization to plan and manage changes through a transparent, effective process.

- To identify and allocate the precious resources of the organization in the most productive manner.

- To improve the organizational and individual efficiency for effective accomplishment of organizational goals through the planned intervention.

- To achieve improved efficiency in the team-building process through better communication and group dynamics.

- To develop efficient leadership styles and better decision-making process that best suit the organization in the changing environment.
✓ Replacing formal lines of authority with personal knowledge and skill.
✓ Strengthening inter-personnel trust, cooperation, and communication for the successful achievement of organizational goals.
✓ Encourage every individual to participate in the process of planning, thus making them feel responsible for the implementation of the plan.
✓ Creating a work atmosphere in which employees are encouraged to work and participate enthusiastically.
✓ Creating an environment of trust so that employees willingly accept change

In addition to the major objectives mentioned above, there are some minor objectives too, like the ones listed below:

- To obtain employees trust, cooperation and commitment by helping them in skill acquisition and career development activities through training and development process.
- To resolve conflict
- To ensure long term growth
1.9 Process of OD

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OD process is usually undertaken when the organization either faces fresh challenges due to the changes in the external environment or finds its existing structure and system to tackle any changes. This process begins with problem identification ends with performance evaluation.
1.10 OD Approaches

Traditionally, OD is considered as an approach for an effective organization. OD offers ways and means for ensuring smooth transition in the organization from the old and to the new environment. However, OD offers an extensive range of approaches from which an organization can choose the appropriate one. There are various types of models in the OD practices. Different types of organizations are used to adopt different models and some of the organizations have identified their own OD practices based on their own need and environment. Kurt Lewin is widely recognized as the founding father of OD. His model was the base for all other models of OD. Lewin evolved the ideas of group dynamics and action research which underpin the basic OD process as well as providing its collaborative consultant and client ethos. Similarly Cummings and Worley (1997) have been identified an improved version of action research methodology which has taken centre stage in the 1990s to take care of the trend of emerging mega organizations, strategic alliances, mergers and public private partnerships.

1.11 Models of OD

OD efforts basically entail two groups of activities; ‘action research’ and ‘interventions.’ Action research was developed in the 1940s by Lewin and another U.S. researcher John Collier. It is a process of systematically collecting data on a specific organization, feeding it back for action planning, and evaluating results by
collecting and reflecting on more data. Data gathering techniques include everything from surveys and questionnaires to interviews, drawings, and tests.

Action research can be thought of as the diagnostic component of the OD process. But it also encompasses the intervention component, whereby the change agent uses action plans to intervene in the organization and make changes. In a continuous process, the results of the actions are measured and evaluated and new action plans are devised to effect new changes. Thus, the intervention process can be considered a facet of action research.

A standard action research model was posited by W.L. French in his essay ‘Organization Development: Objectives, Assumptions, and Strategies’ in Sloan Management Review, (1969, Vol. XII, No. 2.). The first step in the OD process is recognition of a problem by key executives. Those managers then consult with a change agent (a group or an individual), which gathers data, provides feedback to the executives, and then helps them determine change objectives. Next, the agent does new research within the context of the stated OD goals, gives more feedback, devices a plan of action, and then intervenes in the company to effect change. After (or during) the intervention(s), data is gathered, feedback is supplied, actions are planned and implemented, and the process is repeated.

The action research as it was conceptualized by Kurt Lewin (1947) and later elaborated and expanded on other behavioural scientists, concerned with social change and, more particularly, with effective, permanent social change. Lewin believed that the motivation to change was strongly related to action: If
people are active in decisions affecting them, they are more likely to adopt new ways. There are three steps involved in Lewin model. The first and the foremost step is called ‘Unfreezing’. In this step the individual or group faced with a dilemma or dis conformation becomes aware of a need to change. The second step is called ‘Changing’, where the situation is diagnosed and new models of behaviour are explored and tested. The third and final steps called ‘Refreezing’ where the application of new behaviour is evaluated and reinforcing is adopted.

Action research is depicted as a cyclical process of change. The cycle begins with a series of planning actions initiated by the client and the change agent working together. The principal elements of this stage include a preliminary diagnosis, data gathering, feedback of results, and joint action planning.

The second stage of action research is the action, or transformation phase. This stage includes actions relating to learning processes (in the form of role analysis) and to planning and executing behavioural changes in the client organization. In this stage the action-planning activity carried out jointly by the consultant and members of the client system. Following the workshop or learning sessions, these action steps are carried out on the job as part of the transformation stage.

The third stage is the output, or results phase. This stage includes actual changes in behavior (if any) resulting from corrective action steps taken, following the second stage. Data are again gathered from the client system so that progress can be determined and necessary adjustments in learning activities can be made.
Minor adjustments of this nature can be made in learning activities via feedback. The planning stage is a period of unfreezing, or problem awareness. The action stage is a period of changing that is, trying out new forms of behavior in an effort to understand and cope with the system's problems. The results stage is a period of refreezing, in which new behaviours are tried out on the job and if successful, reinforcing, becomes a part of the system's repertoire of problem-solving behavior.

Action research is problem centered, client centered, and action oriented. It involves the client system in a diagnostic, active-learning, problem-finding, and problem-solving process. Data are not simply returned in the form of a written report but in the form of a feedback in open joint sessions, and the client and the change agent collaborate in identifying and ranking specific problems, in devising methods for finding their real causes, and in developing plans for coping with them realistically and practically. Scientific method in the form of data gathering, forming hypotheses, testing hypotheses, and measuring results, although not pursued as rigorously as in the laboratory, is nevertheless an integral part of the process. Action research also sets in motion a long-range, cyclical, self-correcting mechanism for maintaining and enhancing the effectiveness of the client's system by leaving the system with practical and useful tools for self-analysis and self-renewal.
1.12 Major OD Intervention

OD interventions aim at improving organizational performance and employees’ well being. Kormanik (2005) proposes a classification of OD interventions in six groups: large scale, strategic, techno-structural, management and leadership development, team development and group processes, and individual and interpersonal processes.

a) Large-scale interventions

It typically involves a full-size group of stakeholders, working toward the definition of a future state. These interventions start from top levels of the organization, to analyze, plan, and define the intervention’s outcomes, then people are involved in finding the solution, creating a shared commitment, and a “contagious of effect” effort, which will support the implementation of defined actions in the long term. Some examples, appreciative inquiry summit, future search, open space and real time strategic change. Large scale interventions are highly structured. Each activity is carefully planned beforehand; this is particularly important since the whole system participates simultaneously, in the same room, at the same time. Large-scale interventions are quicker, build organizational confidence, give immediate and broad based information, promote a total organization mindset, inspire action, and sustained commitment.
b) Strategic interventions

Strategic interventions contribute to align the organization with its environment. Strategic intervention help organizations to gain a better understanding of their current state, and their environment, that allow them to better target strategies for competing or collaborating with other organizations. Kormanik (2005) includes under the umbrella of strategic interventions, the following: vision, mission, purpose, strategic planning and goal setting, visioning, scenario planning, benchmarking, SWOT, communication audit, strategy, values clarification and commitment, climate survey, and culture change.

c) Techno-structural interventions

It focuses on improving the organizational effectiveness and human development by focusing on technology and structure. These interventions are rooted in the fields of engineering, sociology, and psychology, combined with socio-technical systems and job analysis and design. These types of interventions rely on a deficit based approach; the idea is to find problems to solve. According to Cummings and Worley (2001) “techno-structural approaches focus on improving an organization’s technology” (for example, task methods and job design) and structure (for example division of labor and hierarchy) (p. 104). Kormanik (2005) includes as techno-structural interventions the following: organizational structure, organization systems, business process redesign, space and physical settings, socio-technical systems, change management, job design
and job enrichment, competency-based management, knowledge management and organizational learning.

d) Management and Leadership Development Interventions

These types of OD interventions aim to improve organizational performance by increasing effectiveness of formal and informal leaders. Their use is widespread, and almost all organizations have programs in place to identify, measure, and improve the quality of their leaders. Kormanik (2005) includes the following examples: executive and professional development, mentoring, coaching, action learning, action science, MBO, succession planning, 360 degree feedback, participative management, technical and skills training.

e) Team Development and Group Processes Interventions

Team development and group processes interventions aimed at improving different aspects of a group performance, such as goal setting, development of interpersonal relations among team members, role clarification and analysis, decision making, problem solving, and communities of practice among other. One of the most important objectives of team building interventions relies on improving interdependency of team members. The underlying premise is that the aggregated value of the team is much greater than any individual.
f) Individual and Interpersonal Process

Individual and interpersonal process interventions aimed at improving organizational performance by developing specific skills of individuals. Given its nature, these OD interventions are the most personalized of all, and probably the most widely used by organizations. The most common examples of this type of interventions are learning strategies, life transitions, mentoring, and interpersonal communications among other.

OD interventions encompass other change initiatives, which are why it is difficult to identify their impact and effectiveness in isolation. Nevertheless, the 2008 ASTD State of the Industry Report revealed that organizations achieved important benefits for their investment in learning activities. “Almost all best organizations reported improvements in employee and customer satisfaction, quality of products and services, cycle time, productivity, retention, revenue, and overall profitability. Best organizations had clearly defined processes to link learning strategies and initiatives to increase in both individual and organizational performance”.

1.13 OD in different types of organization

Organization Development is practiced in a number of different types of organizations in both the private and the public sector; nonetheless, OD is more known to be applied in industries. Many efforts have been made to insert OD principles and techniques into organizations with no industrial activity. The results
are remarkable, especially if the humanist side of OD is kept. It is difficult to imagine that OD techniques, once applied to solve problems of production effectiveness, now can also be practiced in such organization’s in service sectors schools, colleges, hospitals, banking and insurance sectors, government agencies, MNCs, Software industries, and the military. Yet, the aspiration for the improvement of human relations does not know boundaries, although some adaptations have to be made to accommodate OD practice to every particular situation.

1.14 OD in Indian Industries

In organizations worldwide today, there is a greater realization of the importance of Organizational Developmental (OD) interventions in facilitating the rapid changes brought about in the current competitive environment. Organizations today struggle to balance the tensions between voice of customer, voice of technology, voice of strategy and voice of employee in the context of a globalized and dynamic market, which makes competitive advantage and sustainability the key mantras of corporate survival and success.

The present and future needs in and outside an Organization are changing every day the organization needs to be equipped with a clear and deep understanding of them and simultaneously respond to them on a priority basis.

Indian organizations are operating in a highly volatile political and economic environment so even they are facing the same challenge. For decades,
the Indian organizations have been less systems-driven and more people are relationship-oriented. This has however, changed with the opening up of the economy. They now have to stand up to global competition with borrowed technologies and insecure and relationship-driven employees. The organizations have now realized the need to bring in change rapidly and hence the acute need for OD in Indian organizations.

In India, OD and planned change started in the early 1960s with a group of Indian professionals trained at the National Training Laboratories (NTL) at Bethel, Maine, USA, who brought a good deal of OD technology to India. Various programs were started and widely used in the Small Industries Extension Training (SIET) Institute, Hyderabad, State Bank of India and in the Indian Institute of Management (IIM) programs in the mid 1960s. Unfortunately these remained isolated efforts and did not take OD to its logical conclusions. In the mid-1970s, OD was first introduced in India in Larsen and Toubro as a formal and structured part of the HRD department. It was expected that the change process would get institutionalized and more OD specialists would be developed. Unfortunately, this did not happen due to the protected and secure environment prevalent in the corporate sector in the country. They never felt the compunction to change. Hence for a very long time, OD remained mostly in academic institutions.
1.15 Area of the study

The researcher intended to carry out his study in Tamil Nadu Newsprint Paper Limited, Karur, Tamil Nadu, India. This research focuses on the executives’ perception on organization development strategies practised in the particular industry.

1.16 Conceptual frame work of OD

The researcher, based on the intensive study on OD practices based on the experiences he gained through various reviews as well as detailed discussion with the industrial experts of various industries and TNPL and academicians formulated the present frame work.

The researcher has considered for the present study the OD practices have 10 Dimensions. These are D1-Vision /Mission of the organization, D2-Organizational policy, D 3- Organizational change, D 4- Organizational culture, D 5 -Training and development, D6 - Team building, D7- Conflict management, D8- Leadership development, D9- Career management and D 10- Organizational effectiveness. The research has conceptualized these 10 dimensions established link with socio demographic factors. The concept is the perception on OD practices which is directly interrelated to the demographic factors.
The perception may low or high depending on the various OD dimensions as well as Socio demographic factors and how they are handles their perception on OD practices.

1.17 Organization Profile

Tamil Nadu Newsprint and Paper Limited (TNPL) was established by the Government of Tami Nadu during early eighties to produce Newsprint and Printing & Writing Paper using bagasse, a sugarcane residue, as primary raw material. The Company commenced production in the year 1984 with an initial capacity of 90,000 Tonnes per annum. Over the years, the production capacity has been increased to 2,45,000 TPA. TNPL exports about 1/5th of its production to of quality papers more than 30 countries around the world.
Company’s philosophy

TNPL’s philosophy on Corporate Governance endeavours to achieve the highest levels of transparency, integrity and equity, in all its operations. The company believes that good corporate governance is essential for achieving long term corporate goals and enhancing stakeholder value. The Company’s business objective is to manufacture and market its products in such a way as to create value that can be sustained over a long term for all its stakeholders including shareholders, employees, customers, Government and the lenders.

Administration

Organizational structure

Board of Directors

Dr. N. Sundaradevan . IAS  Chairman
Thiru. Narayanan  Director
Thiru. N. Kumaravelu  Director
Thiru. Rajeev Ranjan IAS  Director
Composition and Category of Directors

The Composition of board of directors is in conformity with the corporate governance code. The board comprises nine directors, a Part-time chairman (Non-Executive Director, nominated by Government of Tamil Nadu), Managing Director (nominated by Government of Tamil Nadu), one Executive Director, two non-executive directors nominated by the government of Tamil Nadu and four independent, non-executive directors as on 31.03.2011. 78% are non-executive directors and 44% are Independent directors.

Boards’ Independent director

Independent director shall mean non-executive director of the company who:

a) Apart from receiving the Director’s remuneration, does not have any material or pecuniary relationships or transactions with the company, its promoters, its senior management or its holding company, its subsidiaries and associated companies.

b) It is not related to promoters, Chairman, Managing Director, Whole-time director, Secretary, CEO or CFO and of any person in the management at one level below the board.
c) Has not been an executive of the company in the immediately preceding three financial years

d) He is not a partner or an executive of the statutory audit firm or the internal audit firm that is associated with the company and has not been a partner or an executive of any such firm for the last three years. This will also apply to legal firm(s) and consulting firm(s) that have a material association with the entity

e) He is not a supplier, service provider or customer of the company. This should include lessor-lessee type relationships also and

f) It is not a substantial shareholder of the company i.e. owning two per cent or more of the block of voting shares based on the above test of independence, R. R. Bhandari, V. Narayanan, N. Kumaravelu and D. Krishnan are categorized as independent directors.

The Independent directors on the board are experienced, competent and highly respected persons in their respective fields. They take active part in the board and committee meetings. None of the directors on the board is a member of more than 10 Committees. Necessary disclosures have been made by the directors in this regard.

**Boards functioning and Procedure**

The Board plays a pivotal role in ensuring good governance. The Board’s role, functions, responsibility and accountability are clearly defined. In addition to its primary role of setting corporate goals and monitoring corporate performance,
it directs and guides the activities of the management towards the set goals and sets accountability with a view to ensure that the corporate philosophy and mission viz. to create long term sustainable growth that translates itself into progress, prosperity and the fulfillment of stakeholders’ aspirations is accomplished. It also sets standards of corporate behaviour and ensures ethical behaviour at all times and strict compliance with laws and regulations.

Committees of TNPL

Audit Committee

The terms of reference of audit committee are wide enough to cover the matters specified for audit committee under clause 49 of the listing agreements as well as in Sec.292 (A) of Companies Act.

Remuneration Committee

Thiru T. K. Ramachandran IAS, was appointed as Managing Director by the Government on 26.05.2010. Thiru A Velliangiri, as Dy. Managing Director is drawing remuneration as per the contractual appointment order dt.19.12.07, under Sec.302 of the Companies Act, 1956. No remuneration except sitting fees for attending the board/committee meetings is paid to other directors. As such, there has been no need to constitute a remuneration committee.
Shareholders Committee

Shareholders/Investors Grievances Committee

Shareholders’ complaints/grievances are redressed by the registrar and transfer agent, namely M/s. Cameo corporate services limited. The board also constituted the Shareholders’/Investors’ Grievances Committee in August 2001. The following three non-executive directors are the members in the Shareholders’/Investors’ Grievances Committee as on 31.3.2011.

1. Thiru R. R. Bhandari Chairman of the Committee
2. N. Kumaravelu Member
3. D. Krishnan Member

The Shareholders’/Investors’ Grievances Committee met on 28th March 2011 and reviewed the grievances / complaints received and the action taken on the grievances / complaints.

TNPL Products

TNPL offers high-quality surface sized and non-surface sized paper to suit the needs of modern high speed printing machines. TNPL’s cutting edge technology backed by experienced professionals ensures quality products to customers. TNPL’s manufacturing processes are equipped with state-of-the-art control systems to maintain critical quality parameters on line. The paper produced by TNPL is eco-friendly as the pulp is manufactured out of renewable raw material and is subjected to Elemental Chlorine Free (ECF) bleaching. As the
paper is acid free, it has a longer colour stability and enhanced permanency in terms of strength characteristics.

TNPL caters to the requirements of multifunctional printing processes like sheet-fed, web offset, and digital printers. The paper reels have uniform profile with strength properties to cope even with high speed machines. TNPL manufactures printing and writing papers in substances ranging from 50 GSM to 90 GSM.

**The following are the products of TNPL**

- TNPL Ultra White Map litho
- TNPL Elegant Map litho
- Hi-Tec Map litho, Radiant Printing
- Commander and Hardbound note book
- TNPL offset printing
- Cream wove
- Copy crown
- TNPL copier
- Student’s favourites
- Supper print map litho
- Perfect copier and ACE marvel
Awards

In pursuit of excellence, TNPL has won many accolades. This is in recognition of its continuous innovation and constant improvement in all spheres of its activity.

Award for overall performance 2001-02

The Company received the award for 2001-02 for TNPL's overall performance, approaches for meeting social obligations, ensuring global competitiveness and sustainable development & technology options.

Environment Protection 2002

Recognizing TNPL's concern for the environment, the Rotary Club of Chennai (East) and Earth Care bestowed the Dr. M.S. Swaminathan award for Environment Protection 2002 on TNPL.

Excellence in Corporate Governance 2004

The Institute of Company Secretaries of India (ICSI), New Delhi has conferred on TNPL, the "ICSI National Award for Excellence in Corporate Governance" for the year 2004 in the public sector category. This is the first time such a prestigious award in corporate governance has been given to a state public sector undertaking.
Awards and Accolades  Best Paper Mill 2007-08

TNPL has bagged the prestigious "Best Paper Mill of the year 2007-08" award. The award is given in recognition of the Indian paper mill which sets an example in the areas of productivity, quality, human resource development, research & development, developing export markets, community services etc. besides striving to attain global competitiveness by the Indian Paper Manufacturers Association (IPMA), New Delhi.

Certificate of Excellence

TNPL bagged the certificate of excellence in productivity, quality, innovation and management from the "Institute of Economic Studies", New Delhi.

Export Award

- TNPL has bagged the CAPEXIL "SPECIAL EXPORT AWARD" for the 10th consecutive year, for its outstanding export performance during the year 2007-08.
- The Government of India has given "TRADING HOUSE" status to TNPL recognizing the export performance.
- TNPL has been bestowed the "Niryat Shree Award" by Federation of Indian Export Organization (FIEO) for the high degree of excellence it has demonstrated in exports.
Some Other awards of TNPL

Safety Award

TNPL was awarded the commendation award on "CII Leadership & Excellence Award in Safety, Health & Environment (SH&E) year 2002".

Energy Award

TNPL bagged the National Energy Conservation Award for the year 2001 from government of India in recognition of its outstanding achievement in energy management.

Best Corporate Citizen

Loyola Institute of Business Administration (LIBA) Chennai adjudged TNPL as the "Best Corporate Citizen 1999" and bestowed the Mother Theresa Award by recognizing its.

- Outstanding social commitment
- Exploring eco-friendly technology
- Professional Management
- Customer friendly and community caring enterprise

Innovative Project

The Confederation of Indian Industry (CII) recognized the Bio-methanation plant of TNPL as "Innovative Project" and bestowed an award for Excellence in Energy Management.
Green Rating

The Centre for Science and Environment, New Delhi has awarded TNPL "3 Leaf - Green rating" award in appreciation of environmental management system.

The Energy and Resources Institute (TERI) Corporate Award

Most recently, TNPL has been awarded second prize in the prestigious "TERI Corporate Environmental Award 2008" in recognition of its various initiatives taken in Corporate Environment Management.

Supply Chain Performance Excellence Award

TNPL has bagged the Supply Chain Performance Excellence Award for the year 2009 from Indian Institute of Materials Management (IIMM), Chennai Branch in recognition of the company's performance in the area of inventory optimization.

Corporate Social Responsibility (CSR) Award

TNPL has bagged the CSR award for 2007-2008 from Government of Tamil Nadu for the exemplary service rendered in rural and urban development. Instituted by the Rural Development Department, the award is given to industrial units, taking into account their service relating to CSR in the last five years.
Best Practices of this industry

Corporate Social Responsibility (CSR)

TNPL, as a responsible corporate citizen, has ingrained the philosophy of Corporate Social Responsibility deeply into its value system. The company is consistently taking up various community welfare initiatives for the benefit of the people living in neighboring villages. During the year 2009-10, the company has spent an amount of about Rs.2.63 Cr, for various CSR activities. For the year 2010-2011 an amount of Rs.3 Cr, has been allotted for various CSR activities.

Marketing

Marketing in TNPL has always been a “gateway” function. The company has achieved “Zero Stock” during the past 17 years in a row. This was possible through efficient “Production-Customer-Dispatch” chain management. The company has developed an effective in-house mechanism for order processing, production planning, storage and material dispatch. As the largest exporter of printing and writing of paper in the country, the company exports to more than 25 countries.
TNPL'S Export Performance

In recognition of its export performance, the Organization has bagged the “Special Export Award” from CAPEXIL for the 9th consecutive year. The company continues to focus on export of printing and writing paper as a corporate philosophy. TNPL has established a wide sales network consisting of 54 domestic dealers and 7 sales agents in overseas market. TNPL maintains countrywide branches in 9 major cities. The marketing function encompasses one of the most modern comprehensive information management systems which provide real time customer and market analysis. The company is equipped with state of the art storage and shipping systems for fast and efficient dispatch. State of the art storage and shipping systems help fast and efficient dispatch.
Human Resource Management

a) Training and Development

TNPL firmly believes that Human Resource (HR) is the most precious resource available in the company. Hence it is company’s endeavour to harness the Human Resources through various training and skill developmental programmes and innovative HR initiatives. Besides, TNPL has also instituted various employee welfare measures to provide an ideal working environment and improve the quality of worklife.

b) Welfare Activities

A self contained modern Township with 700 houses, Park, facilities for playing indoor, outdoor and field games and places for religious worship has been established.

c) Medical facilities

- Entire medical expenditure is borne by the company if any of the employees suffers from 7 ailments viz. Heart ailment, Cancer, Kidney Transplantation, Paralysis, Leprosy, Tuberculosis and Brain Surgery.
- In respect of ailments not falling above, 50% of medical expenditure is met by the company for employees and their dependents.
- Comprehensive Health check-up for persons above 40 years of age
- Group Personal Accident Insurance cover
- Superannuation scheme for Executives
• Interest subsidy up to 5% on Housing Loans
• A Modern School providing educational facilities up to 12th standard
• Community Hall
• Excursion trips for families of employees
• A Modern Sports Stadium with 400 meter track and gymnasium
• Sports and Recreation Clubs with Tennis, Shuttle, Volley Ball, Ball
  Badminton Courts and indoor games
• Air Rifle Shooting Range to train young children

d) Organizational Development Practices

At Tamil Nadu Newsprint Paper Limited (TNPL) Karur, Organizational Development practices have been instrumental in facilitating change management and bringing about competitive advantage. OD has contributed to redefining the organization’s relationship to its environment, its markets and key stakeholders. The Company commenced production in the year 1984 with an initial capacity of 90,000 Tonnes per annum. Over the years, the production capacity has been increased to 2,45,000 TPA. TNPL exports about 1/5th of its production to of quality papers more than 30 countries around the world.
Types of OD interventions practiced at TNPL, Karur

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1. **Diagnostic Activities:** Periodical diagnosing the Vision/Mission, Organizational policy and the Organizational culture of the organization by the traditional data collection methods of interviews, questionnaires, surveys, and meetings.

2. **Team-Building Activities:** Activities designed to enhance the effective operation of system teams. They may relate to task issues, such as the way things are done, the needed skills to accomplish tasks, the resource allocations necessary for task accomplishments; or they may relate to the nature and quality of the relationships between the team members or between members and the leader.

3. **Survey Feedback Activities:** Related to and similar to the diagnostic activities in a conventional questionnaire form of survey used in organization for assessing the employee morale and attitudes. From the first step a survey is conducted to assess the employees’ perception of the characteristics of the organizational structure. In the second step a feedback
is provided to the employees and their superiors about the outcome of the employees’ survey and designing action plans based on the survey data.

4. **Training and Development Activities:** Activities designed to improve skills, abilities, and knowledge of individuals. For example, T-group comprised of strangers, or a work team learns how better to manage interpersonal conflict. The activities may be directed toward technical skills required for effective task performance or may be directed toward improving interpersonal competence. The activities may be directed toward leadership issues, responsibilities and functions of group members, decision making, problem solving, goal setting and planning, and so forth.

5. **Leadership and Career Development programme:** The top leaders are prepared with a various aspects of OD and the change process. They are trained physically, mentally and psychologically well equipped. Organization Development is a deliberate and systematic process adopted to enhance the ability of organization to identify, understand and accept changes and to benefit from such changes.
1.19 Chapter Scheme

This study is organized into five chapters.

Chapter I describes the general introduction about the topic of the research.

Chapter II provides a detailed review of earlier studies carried out in the area of organization development.

Chapter III deals with the methodology of the research.

Chapter IV deals with interpretation based on the perceptions of the employees about the Organizational Development strategies practices.

Chapter V contains the summary, major findings, suggestions, conclusion and the scope of future research.