Profiles of Selected Large Scale Organizations in Pune and Pimpri Chinchwad and Human Resource development (Training) Activities undertaken by these organizations

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Chapter 4

Profiles of Selected Large Scale Organizations in Pune and Pimpri Chinchwad and Human Resource development (Training) Activities undertaken by these organizations

4.1 Introduction

Since the present study involves descriptive and qualitative study of Human Resource Development – Training activities in large scale industrial organizations in Pune and Pimpri Chinchwad industrial areas, the researcher has selected three organizations for the study purpose. These organizations are i) Kirloskar oil Engines Limited, ii) Cummins India Limited, iii) Sandvik Asia limited, iv) Indian Card Clothing Ltd., v) ZF Hero Chassis Systems Pvt. Ltd.

Information regarding HRD through training activities have been collected through personal interviews and discussions with the HR officers of these organizations. To understand the nature of training activity, researcher has also attended some training programmes organized in these organizations with prior permission of concerned officer, in order to collect data.

In order to obtain a balanced view and perceptions regarding training activities, and opinions of the HR officers, workers of these organizations, it is necessary here to understand the profiles of the selected organizations. Therefore, in the following paragraphs researcher has given the profiles of the selected large scale organizations. But before highlighting the features of these organizations, it is relevant here to take a brief review of geographical profile of Pune and its metropolitan region and industrial profile of Pune.
4.2 Geographical Profile of Pune

Pune District is located 560m (1840) above saliva on the western margin of Deccan Plateau. It is situated on the leeward side of the Sahyadri mountain range which forms a barriers from the Arabian sea. It is a relatively hilly city. Central Pune is located at the Confluence of the Mula Mutha rivers. The Pawana and Indrayani river tributaries of the Bhima rivers, traverse and north western outskirt of metropolitan Pune. Pune has a tropical wet and dry climate with average temperatures ranging between 20°C to 28°C (68F to 82F). It Experience three districts seasons-summer, Monsoon and mild autumn.

4.3 Industrial profile of Pune

The Industrial development of Pune and its environs covers a span of last 60 years. Though there had certainly been a few stray attempt to start industries in this area earlier. The government established an ammunition factory at Khadki in 1869. In 1885, Deccan paper mills was founded by Sardar Dorabjee Padamjee and Sardar Nowrosjee Padamjee while the Raja Bahadur Motilal, Poona mills was started in 1893. These attempts, however were essentially for and between and these therefore did not really integrate Pune’s industrialization. Pune industrial scene in the 1940 was marked by a few large units producing a variety of consumer goods. The onset of the Second World War did lead to a substantial increase in the production at the ammunition factory at Khadki. Still the process of industrialization of Pune had received little impetus until after the Second World War.

Today, Pune has a diverse industrial population. It is one of the India’s most important automotive hubs, with some domestic and international auto giants.
manufacturing here. (Such as Bajaj Auto Limited, Tata Motors, Kinetic Engineering Limited etc.). Today, Pune also has hundreds of large and small IT Companies. It is a largest hub in India for German Companies. The emergence of industrial Pune begun with mechanical engineering industries putting up base Pune’s proximity to Mumbai, good climate and availability of talent made it preferred destination to large organization like Tata Motors, Thyssen Krupp, KSB Pumps, Hindustan Antibiotics, Kirloskar oil Engines, Cummins India Limited, Bajaj Auto and several others. The establishment of Kirloskar oil Engine limited in 1946 at Khadki can be said to have initiated in the true sense Pune’s post war industrial expansion

The Pune of the 1960 was transformed completely from the pensioner’s paradise and become a center for education and the administrative institutions and turned into the industrial city-a growing contribution of global reputation.

The Industrial profile of the Pune can be better explained with reference to the various industrial growth areas in it. The Draft Regional plan (1970-91) of the Pune metropolitan region has identified 13 industrial growth areas or centers. These centers are i) Pimpari-Chincwad 2) Dapodi 3) Khadki 4) Kothrud 5) Parvati 6) Aundh 7) Pashan 8) Yerwada 9) Hadapsar 10) Loni-Urali 11) Pune Central Area 12) Chakan Industrial Area 13) Bhosari Industrial Area etc. On the basis of geographical proximity, these growth centers can be grouped in to a few industrial growth area. There are four main industrial area in the Pune. These growth areas are:
i. To the North-West of the Pune city Chinchwad and its environs comprising of Pimpri, Dapodi, Bopodi, Bhosari, Alandi, Kasarwadi, Khadki and Mumbai-Pune Road

ii. The Eastern part of the city comprises Hadpsar, Loni-Kalbhor and Mundhwa

iii. The North-Eastern part of the city comprising Yerwada and Nagar Road.

iv. The South-Western part of the city comprising Erandwana, Paud road and Kothrud.

Some of the large scale industrial units establish in these regions later are – Advani Oerlikon (1951), Hindustan Antibiotics (1954), Thyssen Krupp Limited (1957), Bajaj Tempo (1958), Cummins India Limited, KSB Pumps (1960), SKF Ball Bearing Ltd (1962), Tata Motors, Tharmax (1980) etc.

The Maharashtra Industrial Development Corporation planned for development of a large industrial area of 4000 acres around Pimpri-Chinchwad. This has helped the further industrialization of the Pune city. The Hadapsar Industrial Estate was establish to the East of the Pune Cantonment by the Pune Municipal Corporation in 1956. To encourage the growth of the area, new industries were exempted from paying octroi for the first 10 years. This attracted a few large scale industrial Organization. These Organizations are Bharat Forge Limited (1961), Kirloskar Pneumatic (1970), Kalyani steel (1973), and Philips India Ltd. at Loni (1957).

4.4 Industrial growth of Pune

The industrial growth of Pune and its surroundings can be attributed to several factor. The two most important factor favoring the choice of Pune as suitable site for industrial location have been, First, the restriction imposed on the development of
industries in the Greater Mumbai area by the State Government in the 1950 and 1960, and secondly, the availability of land. The other significant factor seems to be ideal location of the Pune from the point of new or transportation and communication. Easy connectivity with Mumbai and rest of the country has been of great value to industries which preferred Mumbai but decided to shift to Pune under Government directive and appeal. Most large scale organizations in Pune have their Corporate office at Mumbai. Additionally, Pune’s proximity to Mumbai-Pune-Bangalore highway has enabled Pune to become a suitable distribution center for the whole of southern region.

In addition, there are other factors that are responsible for development of Pune as industrial city in India. Infrastructure facility, including availability of skilled labor can be said to be one of these. Being a well known educational center, Pune can offer to industry, manpower trained in varied discipline to suit the needs of organizations. In fact, the onslaught of industry made Pune’s importance as an educational and cultural center of Maharashtra.

For the workforce, transportation in Pune does not seem to be as hectic and tiring exercise as it is in Mumbai. Today, many large scale organizations ply their own buses while a number of employees use two-wheelers. Dry and pleasant climate of Pune, too is of some importance .This seems to be particularly true of large scale foreign collaborated organization. whose foreign executives find the climate very agreeable. It seems that, given the other facility, industrial managements would tend to locate their works at a place of dry climate.
The present study is concerned with the large scale organization, therefore, it is relevant here to focuses on the growth of the large scale manufacturing organizations in Pune.

4.5 Large Scale Manufacturing Organizations in Pune

In Pune and its environs there are number of large scale manufacturing industrial organizations. They started setting in Pune in the late 50s. Being good pay masters, they are concerned of reputation and sort of model. Many of them choose Pune as a site for industrial location because of the salubrious and pleasant climate of Pune which can be easily taken to by the foreign nationals.

Another feature of large scale industrial organization and large scale multi-nationals organization in Pune is that they are all manufacturing firms, and some of them are rendering service, this seems to be in keeping with trend among large scale organizations to invest largely in the manufacturing sector.

Further, except Century Enka, Philips and Indian card clothing co. they are all manufacturing of engineering goods, thus, operating in the most vital part of the industrial sector of Pune and pimpri-chinchawad industrial area.

The parental connection of the Pune and Pimpri-Chinchwad multinational company is highly variegated. The Swedish organizations from the largest successful group (i.e. Alfa Laval, Sandvik Asia , Atlas Copco, and SKF Ltd etc.) the north American investment claims three organizations (i.e. Elpro international, KSB Pumps, and Cummins Indian Limited) Mather and Platt, Ruston and Hornsby and International
Computer (Indian) Manufacture Co. Have British Connection while century Enka and Philips are giant Dutch multinationals, Thyssen Krupp is a German Company.

4.6 Profile of the selected large scale manufacturing organizations

Following are the profiles of organizations which have been selected by the researcher for the study purpose while the information on the organizations has well been culled out from various industrial directories and other sources as well as personal interviews and personal visit to these organizations.

i) Cummins India Limited

Cummins has been associated with the Indian subcontinent for five decades. The stage was set way back in 1962 when a partnership between Kirloskar and Cummins crystallized into a 100-acre manufacturing operations, the business venture started to generate profits. Thereon the partnership continued to flourish up till 1997 when Kirloskars sold their ownership resulting in Cummins inc . increasing its stake to 51% and the rest being traded on the Bombay stock exchange. This led to the formation of Cummins India Limited, a consolidated subsidiary of Cummins Inc.

Today this organization has grown to become the country’s leading manufacturer of diesel and natural gas engines. It is only one of the eight legal entities (including four joint ventures) of the Cummins group in India, signifying Cummins increasing presence in the country comprising of four business units- industrial engine power generation, distribution and automotive, Cummins India limited is also the largest entity of the Cummins group in India.
The industrial engine business caters to the industrial sector with its broad spectrum of diesel engines ranging from 18 HP to 3500 HP. The range is designed to power varied market segments such as construction, mining, compressor, marine, railways, agriculture, pumps, oil and gas power generation and defense. Today, there are more than 1000 workers working in various sections of the organization.

The automotive business iterates Cummins diesel and natural gas engines with related technologies such as filtration, exhaust, turbo, fuel and coolant systems and lube oil to serve the commercial vehicle segment in India.

The Cummins India limited has maintained monopoly in diesel engines became its constant research, adopting new methods, principles in HR Management, training and development and in every sphere right from productivity to the industrial relations and industrial peace Cummins India Limited is also known for its work environment in Pune’s industrial world.

ii) Kirloskar Oil Engines Limited

Kirloskar group was founded in the year 1888. It has a rich engineering heritage of 125 years. It is counted amongst India’s largest multi product, multi location, diversified engineering conglomerates with annual sales of 16 billion dollars. Kirloskar Oil Engines Ltd. incorporated in 1946. It is the flag ship company of the Kirloskar group. They have four state of the art manufacturing units in India that offer world class services. The organization has sizable presence in international markets with offices in Dubai, South Africa, and Kenya and representatives in
Indonesia and Nigeria. This organization also has a strong distribution network throughout the Middle East and Africa.

Today, Kirloskar Oil Engines Ltd. is an acknowledged leader in the manufacturing of diesel engines, agriculture pump sets and generating sets. This organization has a nationwide network of operation that delivers high quality product. They have advanced manufacturing units in India at Pune, Nashik, Rajkot, and Kolhapur. The Pune based unit includes, manufacturing, administrative, sales and marketing sourcing and testing and validation. This organization specializes in the manufacture of both air-cooled and liquid-cooled diesel engines and generating sets across a wide range of power output from 5KVA to 625 KVA and 1800 KVA to 6300 KVA.

HR management members of Kirloskar Oil Engines Ltd., believes that progress is only possible through the continuous training and development of its employees. For this they share knowledge and training based on the latest principles of ‘six-sigma’ and learn manufacturing concepts and other progressive initiatives in management of HR are also encouraged. The manufacturing plant in Pune is well – equipped with advanced CNC machinery. They have modern, cutting-edge technology for the machining of all critical components. The unit is safe, environment friendly and energy-efficient.

iii) Sandvik Asia Ltd.

Sandvik group, the leading Swedish manufacturers in cutting tools knew that their exports to Indian world, sooner or later be stopped and had, therefore, no option
but to invest in India. The company got license to produce in India in 1960 and started the production the following year. The engineering industry in India is Sandvik’s best customer. The plant is located on Mumbai-Pune road, close to the Atlas Copco Ltd. and Alfa Laval. The other Swedish companies in India in Pune are forming a part of the ribbon development of industries in the area. The parent company holds 60 percent equity stake and offers technical assistance. This organization is a subsidiary of AB, Sweden, with a fully integrated production and marketing based having been in the Indian market for over three decades, Sandvik Asia Limited offers quality and reliability in production and services, in all the three main product areas: Tooling, mining and Construction and Materials Technologies.

Sandvik Material Technology in India promotes the full assortment of high quality stainless steel products manufactured at their parent company mills located at Sweden, France, Canada, Zech Republic etc. Semi finished products, Hollow and solid bars, tubes and pies, strips, wires and welding product and process system for industrial process. Sandvik Materials Technology has India’s largest plant producing cold finished seamless stainless steel austenitic and duplex instrumentation and heat changer tubes, hot extruded pipe etc. all manufactured under one roof. It is only steel plant in India which follows international standards of manufacturing, safety, shop cleanliness and concern for people through a good management system, network of resident engineers, distributors and representatives. This organization has maintained effective contact with customers throughout India.

iv) Indian Card Clothing Ltd.:
The Indian Card Clothing Company Limited (ICC) is an India-based company. The Company is engaged in the manufacture of metallic card clothing and the provision of associated services. It offers a range of wires, tops and flexible card clothing.

The ICC stamp of quality, recognised the world over, is further endorsed by the ISO 9001 Certification from BVQI.

ICC has mastered change to keep its position as a leader. With products developed to handle the evolving needs of increased rate of outputs — going as high as 150 kg/hour. And to meet more exacting quality standards worldwide. Innovation has become an ongoing process at ICC. A state-of-the-mind instilled in every employee, in every department, in every stage of the production process.

To suit every requirement, depending on the type of fibre being processed and the quality parameters desired. In fact, ICC is one of the few companies in the world that manufactures card clothing to process every fibre, natural or manmade. On every type of carding machine, be it conventional cards or super high production cards.

ICC now has a line of Card Upgrade Products which aim at adding carding efficiency to older cards. Recent developments include special alloy steel wires in the Maxus, Primus and Tenace series, a new generation of Triumph Tops and specially developed AeroDoffer Wires for better doffing.

We have also developed innovative products like Accura Beater Segment, Sharprite wire resharpening device, Sharprite Tops, All roller mounting machine
ARM 08, Clipit4060 Flat Clipping Machine. The latest development Xtrac, improves the efficiency of newer generation super high production cards.

We can also supply from our sister concern M/S Garnett Wire Ltd, UK who manufacture interlocking wires as well as metallic wires in heavier cross section commonly used in blow room lines, woolen, nonwoven & worsted machineries.

ICC has satisfied clients in virtually every part of the globe-the Far East i.e. South East Asia, Africa, Europe and the Americas.

v) ZF Hero Chassis Systems Pvt. Ltd.:

ZF Hero Chassis Systems Pvt. Ltd. intends to manufacture chassis and axle. The company was formerly known as Hero Chassis Systems Pvt Ltd. The company was incorporated in 2008 and is based in India. ZF Hero Chassis Systems Pvt. Ltd. is a joint venture between Zf Lemforder Gmbh and Hero Motors Limited. ZF Hero Chassis Systems is a joint venture company of Hero Motors Ltd with ZF. Joint venture ZF Hero Chassis Systems Pvt. Ltd. was conceived in February 2010 when ZF signed an agreement with Hero Group to acquire 50 percent stake in Hero Chassis Systems. The joint venture saw the light of the day with the official signoff on 2nd of March 2010. Through this joint venture, the company secures European technology and expertise in chassis technology for small car segment in India. The company is a full supplier for car chassis technology to makers in the high growth Indian market. Having complete service supplier capabilities with an integrated development team of Chassis System, ZF Hero offers Chassis Systems with very high vertical product integration in India through parent companies.
Headquartered at International Trade Tower Nehru Place, New Delhi, ZF Hero Chassis Systems is equipped with two high-tech plants, with first locating at Halol in Vadodhra and the second one at Talegaon in Pune. Renowned carmaker GM is ZF Hero’s main customer in India. The company is the exclusive supplier of chassis modules like front corner module, rear axle and centre module assemblies to General Motors for their various car platforms like Spark, Beat, Cruz, Aveo & UVA. All the GM cars come equipped with ZF HERO chassis modules like FCM and FHM.

Part from India, the company operates at several other locations worldwide. It has development centres at Dieltingen in DE, Northville in USA and Shanghai in China. The company offers best locations for JIS supply to OEM. In addition, the company develops & supplies front & rear sub-frames to several global car giants including Ford USA, BMW and Mercedes.

Giving top priority to long term relationships with customers, ZF Hero Chassis Systems Pvt. Ltd. spares no effort to ensure competence of the highest degree, time-honoured local supplier relationship, high vertical product integration and end-to-end service.

4.7 HRD (Training) Activities undertaken by the selected large scale Industrial Organizations:

In the following paragraphs researcher has highlighted the various HRD (Training) activities in the selected organizations.
The selected organizations believe that progress is only possible through the continuous training of its employees and HRD activities. For this they share knowledge and training based on the latest concepts like TQM, Kaizen Quality Circle etc. and learn manufacturing concepts and other progressive initiatives are also encouraged. New customers and export markets are key focus areas for the organizations. These organizations have a team of committed and like-minded employees who continuously strive for perfection with a common goal - to be the leaders in whatever they do. The role of organizations is to support their employees so that they may continue to do their jobs skillfully now and in the future; in the line with organization’s guiding principles of speed, innovation and transparency.

**Figure No. 4.1**

Guiding Principles Wheel

![Guiding Principles Wheel](image)
Innovation, speed and transparency are the organizational personality traits that they nurture and develop. Building on these values and guiding principles these organizations aim to maintain their position as the world’s leading player in the industrial market, and offer the best in its class products and services to all customers around the World. The manufacturing plants are well equipped with advanced CNC machinery, they have modern cutting edge technology for the machining of all critical components. All the units of the selected organizations are safe, environment friendly and energy efficient. Sandvik Asia Limited, Kirloskar Oil Engines Limited and Cummins India Limited, Indian Card Clothing Ltd. and ZF Hero Chassis Systems Pvt. Ltd. strive continuously to improve their production lines. The manufacturing facilities are consistently upgraded and improved to ensure total built-in-quality at a competitive cost.

As a result of its thrust on quality and technology, these organizations have enjoyed national and international recognition in the form of quality.

The people orientation programme of these organization have given impetus to the development of their workers. The steps for HRD are taken in the direction of:

1. Training in Total Quality Management (TQM)
2. Training of Kaizen strategy
3. Training of Self Inspection
4. Training of Best House keeping
5. Quality Circles, etc.

The major purpose of these programmes is to create efficient working people for the organization, greater workers’ commitment and better quality of life.
4.7.1 Human Resource Development Policy of Selected Organizations

The increased competition consequent upon the opening up of the economy and the market changes in tax structure, liberalized imports, technological edge sought by other competitors by collaborating with multinationals have created a strong realization that these changes are likely to make their position more vulnerable. Selected organizations have been so far enjoying reputation and market leadership in its core business groups of diesel engines. It constitutes a major percentage of its total business. To meet the future challenges in a planned and systematic manner, each company has adopted well planned training and development programmes for its workforce.

Development of ‘Human Resource’ is a continuous process. HRD is a key task of management of these organizations. Organizations attract, retain talent, invest in training and development and motivate workers through a fair system of rewards linked with performance. Managements of these organizations are guiding workers developing teams and nurturing internal talents and effectively communicating for bringing about change in the organizational culture.

Training is a major HRD activity in these organizations. In the organizations behavioral training needs are based on identification of training needs. They are in consonance with the corporate policy and planning. Management believes that the ‘training’ is continuous process and an integral part of HRD.

It creates environment to update the existing system and procedures where 80% scope is for development and 20% for creation of an environment for innovative ideas and its implementation, and overall improvement. Training has been given utmost
significance in these organizations. It is considered as a normal and ongoing activity in the organization. Trade unions also have further enhanced the HRD efforts for the development of shop floor level workers. In all respects, the unions have always whole heartedly participated in HRD activities to make movement a success.

A series of ‘behavioral training’ models and TQM awareness programmes designed and conducted for the workers, generated a conductive climate for takeoff. This concentrated training activity changed the ‘mind set’ of workforce in the following ways-

1. Appreciation of environment and need for change.
2. Realization of worker’s role in Total Quality Management implementation process, and their contribution to it.
3. The leaders have assumed the role of coaches in conducting the Total Quality Management awareness programmes.

Now workers urge whole heartedly to contribute in the TQM training programme in the company. They realized that the battle is now in the market and the only way to win the battle is by striving for excellence all the time. This laid the foundation and brought an impact. The following training activities under HRD programme are adopted by these selected organizations-

1. Training regarding Total Quality Management (TQM)
2. Training regarding Kaizen strategy, and
3. Training regarding Quality Circles.
Apart from these major training programmes the selected organizations have rested on basic principles such as innovation, transparency, speed and also mutual faith and confidence. This has led towards better industrial relation. It is a matter of pride for all workers and management that they have not lost a single day due to industrial conflicts. The approach of management is to support for development of human assets, an ongoing basis.

The success lies in the attitude of management towards workforce involvement in all process and its overall development. It has provided them improved capabilities of workers with a greater flexibility to adopt global changes. The compensation practices are dependent on total skill of the worker. This has helped them to promote the idea of working on more than one machine and team-building. Most of the training activities of the organization are included under TQM, Kaizen strategy and Quality Circles. Hence it is essential here to understand the perception of management regarding TQM, Kaizen strategy and Quality Circles etc. It is also necessary to study the role of TQM in the Human Resource Development.9

4.7.2 HRD (Training) – Perceptions of Management of the selected organizations:

Today many of the leading organizations are giving emphasis to Total Quality Management, Sandvik Asia Limited, Kirloskar Oil Engines Limited and Cummins India Limited are not exception to this. From the organizations’ point of view TQM is the process of changing attitudes of workers by involving them into improving the activities they carry out. This encompasses just in time and value added management act as a way of life. These organizations felt that the need is due to stiff competition from Japan in the
World Market and its emphasis on quality of products and the customers satisfaction. Hence the word, ‘cheap goods’ change to ‘quality goods’ and services through action.

According to HRD officers of Sandvik Asia Limited, Kirloskar Oil Engines Limited and Cummins India Limited, ZF Hero Chassis Systems Pvt. Ltd. total quality management is 90% people and only 10% technology. ISO 9001 award and other awards have to be considered not as an end to be achieved but a step in ongoing process. It is the foundation on which TQM could be built which ensures quality of products. It gives importance to system relating to training of workers at different levels as quality systems will improve only with improvement of human resources.

The management members of selected organizations have realized that loyal and committed ‘people’ are the strength and it has brought about-

1. a cultural change in workers;
2. a change in the ‘mindset’ of the workers;
3. an exciting work environment and
4. a feeling of pride, sense of belongingness and commitment.

Total Quality Management brings with education and ends with education. KOEL started 100 hours training per year for each and every one of the 1500 workers. The workers were excited and participated in training programmes with great enthusiasm. Workers demanded for continuous training process. The object was to initiate a cultural change through training and development. The training focused on developing skills both in technical and behavioral areas. In the ‘behavioral training’ training of self-inspection, best housekeeping and total quality management are included.
Managements of these organizations think that, human resource is really an asset when it is suitably equipped with balanced functional skills, talents and appropriate attitude to promote total involvement, mature judgment, commitment to work for the economic viability of business in order to meet without any difficulty the times oriented technological changes. Thus, selected organizations’ excellence lies in effective utilization of human resources at all levels, in understanding human behavior at work, the problems of workers and managing them with a rational and human approach and bringing human relations, enabling the organization to create an innovative and productive work environment.

In the next paragraphs the researcher has taken a brief review of various training programmes implementing under HRD activities in Cummins India Limited, Sandvik Asia Limited., and Kirloskar Oil Engines Limited, Indian Card Clothing Ltd., ZF Hero Chassis Systems Pvt. Ltd.

4.7.3 Training of Total Quality Management

In Total Quality Management, various important integrated factors are included. These factors may be understood with the help of the following figure no. 4.2
The above figure shows four important factors of Total Quality Management i.e. House of Total Quality Management (organization) is constructed on four strong pillars. Quality of technology and management is very important factor in the organization. Quality of technology and management must be customer-oriented. The advantages of new technology should reach to the customers. For this purpose, training is imparted for awareness regarding customer’s want and need. Internal customers (i.e. workers) must be
aware about customers wants, e.g.- does our product satisfy outside customers fully? Is it gratified to the customers? etc. Therefore, it is very important to study the exact needs of the customers in order to satisfy their wants. There is a checking and testing process of product before it is handed over to the last customer.

Researcher has come to know that, workers of selected organization are trained by giving information and knowledge about how to remove faults in products. How to make observation, testing, checking of product etc. Workers are informed about the entire production process.

After development of process of production by way of testing, checking, it is very important to know in advance, what will be the problem in after sales service and efforts are made to find out the remedy or alternative for it. There is modification in the process of ‘after sale service’ and ‘before sale service’, if required. For doing all these processes workers are to keep discernment in quality of technology and management. It is very important to avoid ‘one side’ thinking. The main principle of implementing TQM strategy is, work with ‘cross functional thinking’.

The workers are also using services of workers from other sections and they are called as “Internal Customers”. In the process of TQM, the workers of testing section are the internal customers of assembly section. Thus, in the process of TQM, every worker from every section must have the knowledge about his internal customer’s wants and needs. If he satisfies his internal customers by providing proper service, it will definitely help him in satisfying his external customers. The important factor of quality of production and management is “controlled process” for all working process, the process
sheet is prepared. If, for any reason, the process is changed, then it is mentioned in the worksheet and supervisor will explain the new method of process to the workers immediately. It is essential to keep production capacity continuous and at high level.

There is involvement of each and every worker in the process of production. In the ‘pre-sale’ service and ‘after-sale’ service process, training is imparted to the workers for maintaining the quality of communication with customers. This training is given not only to shopfloor level workers but also to the managers and supervisors.\textsuperscript{10}

4.7.4 Training of Kaizen strategy

As stated earlier, kaizen means improvement, moreover continuing improvement in personal life, family life, social life and also working life. When applied to the workplace, kaizen means continuing improvement involving everyone – managers and workers alike. In selected organizations, Kaizen works on the principle of empowerment of all workers. Quality and productivity are the result of the large number of all small improvements in the process; taking place continuously at shopfloor of these organizations, as per organizations’ perception. This process of step by step improvement is called ‘Kaizen’.

The training programme of kaizen strategy is so designed that, tangible monetary return accrues from improvements thought out by the workers with zero financial investment. Successful implementation of kaizen strategy at shops of these organizations indicate visible linkage between the creativity of the worker and the tangible gains. Kaizen strategy suggests that, complex problems can be solved by finding simple
solutions. This results in saving the resources and often resources get released in problem solving.

The researcher has come to know that, training of kaizen strategy ensures good work of the workers, and it communicated upwards on a regular basis. Kaizen strategy of these organizations opens another channel of communication where good work done by the workers is reported upwards regularly. This repeated upward activity of good work causes the management to begin appreciating that the ‘goodies’ are coming from brains of workers rather than from the investment made with additional outlay. Managements of selected organizations are interested in human resource development for all levels in the organization. Under the training process of Kaizen strategy workers are given the freedom to innovate at their work place, without breaking rules and regulations and also without expecting rewards.

Many times, it may happen, people working at shopfloor level often feel that, their potential is not fully tapped. But in these organizations, when Kaizen strategy has been introduced, they can contribute much more and in the process also achieve personal growth. The workers are found an outlet for their creativity and talents. Since the kaizen strategy implemented in these organizations is based on the “improvements done”, the workers can see their ideas implemented on shopfloor. This acts as great motivator and more improvements a worker introduces, the more they begin to feel a sense of belonging towards the organization.

A significant improvement has been achieved through Kaizen without any investment. There are 10 Kaizen teams at each shopfloor in Kirloskar oil Engines
Limited, 8 Kaizen teams at each shopfloor in Sandvik Asia Limited, 11 Kaizen teams at each shopfloor in Cummins India limited, 9 Kaizen teams at each shopfloor in Indian Card Clothing Ltd., 7 Kaizen teams at each shopfloor in ZF Hero Chassis Systems Pvt. Ltd. These teams are section or department-wise. The outcome of this training is extremely impressive. Now a days, many cost-saving and process improvement suggestions are given by the Kaizen strategy trained workers. These workers have been given due recognition by the management by giving them Kaizen awards.

4.7.5 Training regarding Quality Circle

As stated earlier ‘Quality Circle’ is defined as a small group of people engaged in similar work, meet voluntarily on a regular basis under the leadership of their supervisors to identify and discuss their work problem, analyses the causes thereof and recommend solution to superiors and in areas within their purview to take actions to implement the solution themselves. ‘Quality circles’ also are defined as a small groups that voluntarily perform quality control activities within the workplace, carrying out its work continuously as a part of companywide programme of Quality Control, Self development, mutual education, flow control and improvement within the workplace.\(^{11}\)

There are many Quality Circles at shopfloor level in these organizations. Each circle consists of one leader and about 20 workers drawn from various sections. The leader of each quality circle group is more knowledgeable and adopt in the actual work area. These leaders look after the training of their members, leads the discussions and records the suggestions given by group members. Training is given to all the members of the quality circles regarding the techniques and tools relating to quality control and other
requirements. The workers are also given an exposure to new and exciting set of experiences, separating a problem into a vital few and trivial many elements, analyzing the problems, suggesting remedies and testing their effectiveness.

In these selected organizations, at shopfloor, a particular group members of the Quality Circle sit together once in a week, with their group leader and discuss problems experienced at the work place such as, breakdown problem of machinery, possible hazards, input bottlenecks etc. Besides Quality improvements, matter are brought out. Quality Circles are differing radically from the traditional techniques of manpower development. It works in these organizations from bottom up approach since the system of Quality circles is based on constructive participation of both i.e. management and the workers, several tangible benefits follow. Some of the tangible benefits are increase in production and productivity, improvement in quality of product, higher efficiency and reduced costs. The tangible benefits include enhancement of the morale of the workers, their willingness to take higher responsibility, improvement in communication, team spirit, increased sense of belonging to the organization.

The management of selected organizations believes that, the concept of Quality Circles is a powerful tool to develop self-motivation among the workers and effectively harness their untapped potential for improving quality, productivity, cost effectiveness, safety etc, in all types of activities, irrespective of nature of work, and the cultural background or location. This results in enrichment of the ‘Quality of work life’ of the workers; who were hitherto taken for granted.
Breaking down of the existing barrier of mistrust between the management and workers, an environment of harmony and mutual rapport and attitudinal changes are other important spin off benefits accruing from effective implementation of ‘Quality Circles’.

The management of selected organizations realized that it is an important segment of TQM and also an intervention in human resources development and should not be taken lightly as just another gimmick or a fad or as substitute for other tools in vogue such as suggestion scheme, taskforces, work committee etc.

4.7.6 **Training regarding Self-inspection:**

In all the selected organizations, this training programme is conducted for awareness of the workers. This training has created awareness among workers regarding changing economic and industrial scenario, stiff competition and need to maintain high quality of their products and services. This type of training includes the concept like customer satisfaction, techniques of problem solving etc. The training of ‘self inspection’ helps to gain an insight into the participants own behaviors, position to create awareness of their potential and channelize them into activities. This also helps in maintaining interpersonal relations by systematically analyzing behavior with the help of the rational, emotional framework. Self-Inspection training helps the workers in these organizations to understand the basic approach underlying, creative thinking and helps to unleash their talent creatively. Advanced training programmes were held with a view to reinforce the positive changes reflected, worker also shares the changes they have made in their personal lives and also at the workplaces.
Self Inspection is very important part of Total Quality Management. Self Inspection by worker is one of the major ingredients of human resource development, viz, sub serving major objective to recognize self capabilities, inner potentials and create the sense of involvement and commitment to work.

Human being is intellectual by nature. He can develop continuously not only physically but also mentally. During this developing period, he tries to learn new facts of life style. In this way his inclination becomes clear. He asks himself questions like, ‘what exactly I want to do’. What is my duty towards company, society as well as family? Trained workers of Self Inspection always try to remove this faults, deficiency, by inspecting himself. These organizations have successfully introduced such type of ‘behavioral training’ at shopfloor.

Training of Self-Inspection is very carefully structured by HRD experts of these organizations. Its basic objective is to create a sense of involvement. HR department of these organizations have adopted a policy of continuous activity of ‘Self Inspection’; so as to achieve targets steps by step. Self Inspection is the process which has inbuilt-system of continuous improvement and this solely depends on sense of involvement of the workers. In these organizations, ‘Self Inspection’ training is also known as “Attitudinal Change”. HRD departments have structured five steps towards bringing about attitudinal change in workers for effective performance and to inculcate in them a willingness to change. Once change is welcomed, with an open mind by the groups of people, the following five steps are catalysts and accelerators for bringing about attitudinal change-
1) Creating and sustaining a corporate environment that values better performance of workers.

2) Structuring the organization to permit effective and innovative ideas of people to rise above the demands of day-to-day working.

3) Clearly defining a strategic focus for people to develop their innovative efforts realistically; in ways that will pay off in terms of efficiency and productivity.

4) Encouraging and helping the groups of people to look for good ideas and how to implement them once they are found.

5) Assisting in implementation of good ideas of people at full speed with all the company’s resources.

Individually, Persons may find none of these activities very hard to do. But keeping groups of people focused on all five steps; all the time takes tremendous discipline and persistence. But it is the systematic effort to institutionalize the above; is what results in attitudinal change among the groups of workers resulting in effectiveness in the organization.

4.7.7 Training regarding ‘Best Housekeeping’

In this training programme knowledge is imparted regarding, how to keep the work place clean and well arranged. It provides convenience and smoothness in the working process. It has good effect on the production rate and skill of the workers. Best housekeeping concept is also very important part of Total Quality Management. Japanese housekeeping experts discovered the application of the principle of this training programme. Another logical development of it is that they have discovered the most
efficient method of executing a given operation and to train the workforce to work that way. It is urged for instance that when a worker is left to learn an operation on his own he will never learn to perform it in a right way unless he is trained in the effective method of working.¹³

The following are two important elements of ‘Best Housekeeping’ which was adopted by Kirloskar Oil Engines Ltd and ZF Hero Chassis Systems Pvt. Ltd. and implemented at shopfloor. The title of these two elements are in Japanese language, therefore, researcher has also given the similar English Titles of these two titles. This element can be understood with the help of following:

1) **(Siton) Tools Arrangement**

   Figure No. 4.3

<table>
<thead>
<tr>
<th>Area for both hands</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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From the above figure, we can understand that, by arranging the work place and having a convenient place for every tool, the job can very often greatly simplified. In such arrangement each tool is given a special location on workplace. The most frequently used tools are most conveniently located. Training is imparted to workers regarding the arrangement of most frequently used tools. The purpose of this type of training is to save time and motion and use such a saved time for increasing the production level. Such type of training also helps to the workers to develop automatic habits and considerable time can be saved by eliminating the movements which are involved in searching misplaced tools. Another significant development is in the matter of arranging proper tools for work by improving their design to relieve the workers form unnecessary fatigue.

2) (Sizo) Cleanness of workplace
Under the training of such element of best housekeeping, knowledge is imparted regarding neatness and cleanness for accessible place of work. In the training programme trainer explains with the help of above figure (Fig No. 4.3) that, how to create accessible work place.

While imparting the training, the trainer of best housekeeping, draws semi-circles in a seated position with both bands fully stretched out and hands bent at the elbows, the space enclosed by the circle are the accessible work spaces. The areas available by large circles involves the use of full arms and consequently the work that requires the access to this large area is more fatiguing than the activity that is confined within small half circles. The work areas accessible to the right hand and left hand. The larger areas are formed by full arms movement. The check of the letters can be readily assembled by arrangement shown in the figure no. 4.3. The right and left hand simultaneously reach for the tools in corresponding position (i.e. Pair AB, CD, EF etc) and side them across the table into machine placed in the middle of two circles. Therefore, this figure shows the arrangement of work space and place for machine. Arrangement in such a way as shown in the figure No. 4.3 brings the smoothness in the working process.

4.8 Other activities as an aid to HRD

There are some other activities which are implemented as an aid to human resources development, these activities are as follows:-
4.8.1 Effective living and Leadership Training Programme

Kirloskar Oil Engines Limited and Cummins India Limited have been regularly deputing its workers for “Effective Living and Leadership’ and the ‘Heart of Effective Living’ training programmes conducted by moral Re-armament centre, Panchagani. Every year this training programme has conducted in March, April and May. A group of 50 workers are deputed every year to attend the programme. This training programme mainly focuses on bringing about positive attitudinal change and sharpening behavioral skills of participants.

4.8.2 High potential Training Programme

In Sandvik Asia limited, twenty two high potential workers have been identified through the Hewitt Development Center and a training module was developed based on their learning needs. The module consists of 3 phases of 3 days each. The first phase was conducted in October 2010, while the Second phase was conducted in November 2010. The major objectives of this training programme are as follows-

1) To enhance the personal effectiveness of high potential workers.
2) To build a professional and efficient work environment.
3) To learn to be more flexible and innovative at work.
4) To display positivity at all times
5) To install ownership and accountability in the workers.

4.8.3 Personal Excellence
This type of training programme is being conducted only in Kirloskar oil Engines Limited to identify the impact of following factors, on personal excellence. Subjects covered under this programme are

1) Assertiveness
2) To the point discussions
3) Customer focus
4) Inability to say ‘No’
5) Conflict Management
6) Body language, dressing code, cultural understanding
7) Time/Stress management
8) Positive attitude, and
9) Relationship management.

4.8.4 Workshop for ‘going spiritual’

Such type of training programme is conducted only in Kirloskar oil Engines Limited. This programme includes the training regarding art of living workshop in the evening from 6.30 pm to 9.30 pm once in a month. The main purpose of this workshop is to introduce workers to unique ways of living life with satisfaction, peace and realizing importance of breathing, power of mind and yoga in Human life.

4.8.5 Counseling as an aid to HRD
In all the selected organizations, counseling is conducted periodically on the basis of the performance appraisal. It helps in solving the problems of individual concern. At time psychological consultation is also provided. Discussion is held regarding the capabilities and behavior of the worker. Psychologist through discussion provides an opportunity to the worker to secure greater insight and understanding of his own behavior and motivational needs, adopting the modern principles of learning. Psychologist can reflect to the worker his own image, to enable him to see himself clearly, as visible to others. With direction and suggestions the experts can then help the worker to modify and change his behavior towards the right pattern, where the workers pattern are increased by something on the job or by being placed under an unsuitable supervisor, the experts can recommend even a shift in the workers assignment to provide better environment to such worker in general interest of company.

4.8.6 Suggestion Scheme

Suggestion scheme is an incentive which provides opportunity to the workers to satisfy self-expression, need of social approval through recognition and even need for money which is so basic in modern Society. This scheme provides valuable Suggestions from workers to the management of these organizations. Because of empty and uncared suggestion boxes hanging all round the premises in factories, management in some organizations found that suggestion boxes are treated as a complaint boxes. But in these organizations, suggestion scheme worked well. The success of it can be attributed to following factors:-

1) Fair monetary rewards
2) A joint committee to operate the system promptly and efficiently.

3) Approaching individual workers with problems and helping them.

The management of all the selected organizations make concerted efforts to involve workers in various activities through suggestion scheme.

The suggestion scheme is an integral part of the established management of selected organizations and the number of workers’ suggestions is regarded as an important criterion in reviewing the performance of these workers’ supervisors.

**4.9 Conclusion:**

In short, in this Chapter researcher has given brief profiles of selected organizations and discussed the strategy of HRD activities and specially, training and development activities for workers of these organizations. With regard to workers, the role of HRD in Total Quality Management, Self Inspection, Best House Keeping, Kaizen, Quality Circles and other allied activities of HRD such as suggestion scheme, Counseling, High Potential training programme, Personal Excellence Workshop for going spiritual etc, are also analyzed. This analysis has provided background to examine the views, perception and attitude of workers and officials to training and development programmes.

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