APPENDICES
### DELEGATION OF POWERS TO THE FINANCIAL CONTROLLER AS OVERALL INCHARGE OF FINANCE AND ACCOUNTS WING OF JAMMU AND KASHMIR INDUSTRIES LIMITED

#### 1. ADMINISTRATIVE POWERS

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</table>
| 1.     | To Make Appointments      | a. Regular appointments against sanctioned permanent and temporary posts the maximum of which does not exceed Rs 575/- per month on the advice of appropriate Selection Committees constituted by the Managing Director in this behalf and provided that these are in accordance with any policy laid down by the Board of Directors or the Managing Director either generally or specially in a particular case.  
   
   b. Officiating appointments in leave vacancies for period not exceeding six months on posts the maximum of which does not exceed Rs 575/- provided such appointments are made from the list of candidates approved by the Board of Directors/Managing Director.  |
| 2.     | To Order Transfer of Employees. | In all posts the maximum of which does not exceed Rs 575/- per month.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 3.     | To Grant Leave            | Full powers in respect of employees whom he is empowered to appoint.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

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**APPENDIX A.1**
4. To Take Disciplinary Action.

Subject to the appellate and revisional authority of Managing Director:

a. To suspend any member of the staff whom he is empowered to appoint for good and sufficient reasons to be recorded in writing.

b. For good and sufficient reasons and after proper departmental proceedings award any one or more of the following punishment on staff whom he is empowered to appoint.

i) Censure
ii) Withholding of promotion/increment(s)
iii) recovery of pecuniary
iv) Reduction in rank; loss.
v) Discharge
vi) Dismissal from service.

5. To Accept Resignation

Full powers in respect of posts on which he is competent to make appointments.

6. To sign T.A. Bills in Token of Counter-
signature for Transmission to the Accounts Department for Check and payment adjustment.

In respect of staff whose maximum of the scale of pay he holds does not exceed Rs 1100/- per month.

7. To Grant Permission to the Travel by Air

Within the State in respect of any employee working under him not otherwise so entitled under the rules when the exigencies of work so demand.
8. To Grant Prolonged Halting Allowances. Upto 30 days in respect of staff under his control the maximum of whose pay scale does not exceed 1100/- per month subject to the conditions prescribed for grant of prolonged haltage.

9. To Allow Actual in lieu of T.A. Full powers in respect of employees the maximum of whose pay scale does not exceed Rs 1100/- per month provided the grant of such actual expenses is permissible under rules.

10. To Sanction Tours In respect of staff under him, the maximum of whose pay scale does not exceed Rs 1100/- per month.

11. To sanction Advances In respect of staff under him the maximum of whose pay scale does not exceed Rs 1100/- per month.

II. FINANCIAL POWERS

1. To Make and Give Receipts release and other discharges for money payable to the Company and for the Claims and Demands of the Company. Full Powers.

2. To Make Disbursement in accordance with the sanctions accorded by the competent authority. Full Powers.

3. To Increase decrease open or abolish imprest accounts wherever necessary Full Powers
4. To Sanction Expenditure and Authorise Disbursement

Out of the amounts placed at his disposal under the following heads:

i. Other Charges (See item 7 below)
   All Sub-Heads.

ii. Furniture & Fittings
   a. General Furniture & Fittings

Provided the aforesaid items are required for office use only and further that any such item of expenditure or disbursement does not exceed Rs 1000/-.

5. To Place indent for purchase of Stores and Materials of all kinds pertaining to Board Office or the Purchases and Stores Department of the Company.

In respect of indents valueing upto Rs 20,000/- provided expenditure sanction to the purchase covered by such indents has been accorded by competent authority.

6. To Make Direct Purchases of Stores and Materials without Intervention of the Purchase Departments.

a. After, inviting tenders, upto Rs 5000/- at any one time. In case of acceptance of tender, other than the lowest sanction of Managing Director be obtained.

b. Without inviting tenders, in respect of local purchases of small articles of stationery furniture and fittings and other consumable articles at current market rates upto Rs 500/- in any one case and Rs 10,000/- in a year.

Provided that in both (a) and (b) above sanction of the competent authority to the purchase has been obtained.
7. To Sanction Contingent Expenditure

Subject to the Budget Provision Power to sanction following type of expenditure.

i. Advertisements & Notices
For invitation of any tenders for works or supplies and services or applications for appointments subject to a limit of Rs 2,000/- a year, provided such tenders have to be invited or notices issued under orders of the Managing Director.

ii. Printing Work
In case of urgency at the most favourable rates, with due regards to quality, after inviting desti quations provided the cost of such work on any one accession does not exceed Rs 1000/-

iii. Books and Periodicals
Upto Rs 2500/- per annum.
Type writers, duplicators and

iv. Accounting Machines etc.
Expenditure on periodic oiling cleaning and repairs including purchase of spare parts provided expenditure on type-writers Duplicators does not exceed Rs 500/- a year and on other machines Rs 100/- a year.

v. Transportation of Stores and Materials.
Upto Rs 1000/- in any one case through approved transport agencies at the most economical prevailing rates in time of emergency provided it is certified that Company Vehicles were not available.
vi. **Entertainment**

Upto Rs 100/- on any one occasion and Rs 5000/- in a year on entertainment of official nature.

vii. **Medicines**

Full powers within the sanctioned budget provision in respect of Board Office requirements.

viii. **Telephones, postage and Telegram maintenance of vehicles**

Insurance Legal expenses and other items not covered above.

Full Powers within the Sanctioned Budget Provision.

ix. **Other Contingent Expenditures**

Other contingent expenditure not specifically provided for items (i) to (vii) above, upto Rs 1000/- in any one case or for any one job provided that:

a. The expenditure is of non-recurring nature;

b. It is necessary for the day to day administration of the office.

c. Such expenditure on any one if incurred does not exceed Rs 100/-

8. **To Operate on Imprest Account.**

As sanctioned for him by the Managing Director.

9. **To Verify and Certify Bills.**

All bills and vouchers exceeding Rs 2000/- payable for the Head quarters office of the Corporation pertaining to any supplies made of service renders to it whether these payments have been authorise by him or by higher authority.
10. To Reimburse Medical Charges. In respect of staff under him maximum of whose pay scale does not exceed Rs 1100/-.
DELEGATION OF POWERS TO THE GENERAL MANAGERS
AS INCHARGE OF THE UNITS OF JKI LTD. UNDER
THEIR CONTROL

I. Administrative Powers

1. To make Appointments

Regular appointments against sanctioned posts the maximum of which does not exceed Rs 450/- per month on the advice of Selection Committee constituted by the Managing Director in this behalf and provided the appointments are made in accordance with

a. approved policy laid down by the Board of Directors or the Managing Director.

b. A reference is made to the Board Office to find out the overall seniority of the staff in position.

c. The Selection Committee should consider all eligible candidates already working in the Corporation in accordance with the policy of the Corporation from time to time.

2. Orders of Transfer of Employees.

Staff working under him except Manager.

3. To Grant Leave

Full powers in respect of all the employees whom he is empowered to transfer.
4. To Take Disciplinary Action. Subject to appellate and revisional authority of the Managing Director

a. Suspended any member of staff when he is empowered to transfer for good and sufficient reasons to be recorded in writing.

b. For good and sufficient reasons and after proper departmental proceedings award any one of the following punishments on the staff whom he is empowered to transfer.

i. Censure

ii. Withholding of increment(s)

iii. Recovery of pecuniary loss

iv. Recommend withholding of promotion/reduction in rank/discharge/dismissal from services to the competent authority.

5. To Sign T.A.Bill in token of counter-signature for transmission to the Accounts Department for check, payment and adjustments.

In respect of the staff under his control except Manager.

6. To Grant Permission to Travel by Air.

Within the state in respect of any employee working under him not otherwise so entitled under the rules when the exigencies of work so demand.

7. To Grant Prolonged Haltage Allowances

Upto 30 days in respect of staff under his control except Manager subject to the condition prescribed for grant of prolonged haltage.
8. To Allow Actual Expenses in lieu of T.A.

Full Powers in respect of the employees under his control (except Manager) provided, the grant of such actual expenses is permissible under rules.

9. To Sanction Tours.

In respect of staff under him except Manager.


In respect of staff under him except Manager.

II. FINANCIAL POWERS

1. To Sanction Expenditure

i. Within the allocation made for specific purposes in the approval non-plan Budget in respect of the units under their control provided that the purchase is recommended by a Committee comprising of Asstt. Financial Controller and concerned unit Manager, excepting all capital equipment of and common items and any other items of purchase to be specified by the Board Office from time to time (A.F.C./A.O.).

ii. Furniture and Fittings

a. General Furniture and Fittings.

b. Miscellaneous equipments provided the aforesaid items are required for office use only and further such items of expenditure on disbursement does not exceed Rs 1,000/- (A.F.C./A.O.).
12. To Execute Contract Deeds etc.  
Full Powers in respect of items within their competence and sphere of work and also those sanctioned by the Managing Director in respect of Factories under his control excepting such other items as may require the common seal of the Company under the Companies Act, 1956 (A.F.C./A.O.).

13. To Make Direct Purchase of Stores and Materials without Intervention of the Purchase Committee.  
After inviting tenders upto Rs 10,000/- at any one time. In case of acceptance of tenders other than the lowest sanction of Managing Director be obtained (AFC/AO).

14. To Make Local Purchases of Stores without inviting Tenders.  
Small articles of stationery and other consumable articles at current market rate upto Rs 500/- in any one case and Rs 1000/- in a year (AFC/AO).

15. To Sanction Contingent Expenditure.  
Subject to the Budget Provisions papers to sanction following types of expenditure:

i. Tender Cell Notices
For invitation of any tenders for work or supplies and services.

ii. Printing Works
In case of urgency at the most favourable rates, with due regard to quality after inviting dasti quotations provided the cost of such work on any one occasion does not exceed Rs 1000/- (AFC/AO).

iii. Books and Periodicals
Upto Rs 2,500 per annum.
iv. **Type Writers, Duplicators etc.**

Expenditure on periodical oilings, cleaning and repairs including repairs and purchase of spare parts for type writers and duplicators.

v. **Transportation of Stores and Materials.**

Upto Rs 5000/- in any one case through approved transport agencies or at the most economical prevailing rates in times of urgency provided it is certified that Company Vehicles were not available (AFC/AO).

vi. **Entertainment**

Upto Rs 50 on any one occasion and Rs 2000/- in a year on entertainment of official nature.

vii. **Medicine**

Full powers within the sanctioned budget provisions in respect of the units under his control.

viii. **Telephones, postage and telegramms, maintenance of vehicles, insurances, Legal expenses and other items not covered above.**

Full powers within the sanctioned Budget Provision.

ix. Other contingent expenditure not specified provided for in items (i) to (iii) above upto Rs 1000 in any one case or for any one job provided that

a. the expenditure is of non-recurring nature.
b. it is necessary for day-to-day administration of the office and

c. such expenditure on any one item if incurred does not exceed Rs 100/- (AFC/AO).

16. To Operate on Imprest Account
   As sanctioned for him by the Managing Director.

17. To Verify and Certify Bills.
   All Bills and vouchers pertaining to his office for any supplies made or services rendered whether these payments have been authorised by him or by higher authority.

18. To Reimburse Medical Charges
   In respect of staff under him other than Managers.

19. To Implement Sales Contracts.
   All contracts allotted by the Managing Director in respect of the Sales in price structure of:

   ii. Finished products
   Bye-products and

   iii. Wastes.

NOTE: 1. The words A.F.C.*/A.O. as indicated in the above delegation mean Assistant Financial Controller/Accounts Officer).

2. The words A.F.C.*/A.O. within brackets against different items of the delegations above indicate that the relative powers would be exercised after obtaining the concurrence of the Assistant Financial Controller/Accounts Officer, Wherever Asstt. Financial Controller/Accounts Officer and the General Manager do not agree the case should be put up to the Financial Controller if the Financial Controller does not agree with the view of the General Manager, the case may be put up to the Managing Director whose decision would be final.
## DELEGATION OF POWERS TO MANAGERS AND ASSISTANT FINANCIAL CONTROLLERS/ACCOUNTS OFFICERS OF CONSTITUENT UNITS OF JAMMU AND KASHMIR INDUSTRIES LIMITED

<table>
<thead>
<tr>
<th>Nature of Power</th>
<th>Extent of Power</th>
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| 1. To Make Appointments | a) On regular scale of pay against a sanctioned permanent and temporary posts the maximum of which does not exceed Rs 300/- P.M.  

b) Of a temporary nature in leave vacancies or period not exceeding 3 months on posts, maximum of which does not exceed Rs 300/- P.M. all appointments will be made through properly constituted selection committee.  

In both (a) and (b) above appointments will be made from any approved pen nel in accordance with any directions rules approved by the Board of Directors/Managing Director as regard recruitment procedure. |
| 2. To Make Transfers | Within their jurisdiction in all posts under their control for which he is appointing authority. |
| 3. To Grant Leave | Full powers in respect of all employees under his administrative control. |
4. To Take Disciplinary Action
   a) Suspend any member of the staff whom he is competent to appointment for good and sufficient reasons, to be recorded in writing.
   
   b) Impose minor and major punishments in accordance with J & K Industries Discipline and Appeal Rules or any other rules for the time being in force and the staff whom he is empowered to appoint.

5. To Accept Resignation
   In respect of all posts on which they are competent to make appointments.

6. To Engage Labour
   To sanction engagement of skilled and unskilled labour as required within the approved strength on rates approved by the competent authority or in absence thereof at the prevalent rates in the locality.

7. To Sanction Tours of Subordinates
   a) Within the State, Full powers in respect of officers and staff under them provided
      
      i) the tours are to be undertaken in the course of the normal working of the factory under the
      
      ii) such tours are not for undergoing training courses of study.

   b) Outside the state with the previous approval of the General Manager conditions (i) and (ii) under clause (a) above are fulfilled prior approval of the competent authority will not however be necessary in case

   i) of emergency when obtaining of such approval would cause delay to the detriment of the work
8. To Grant Permission to Travel by Air. Within the State in respect of any member of their staff, not otherwise so entitled under the rules when the exigencies of work so demands.

9. To Sanction T.A Advance In respect of tours of all officers and staff under him while proceeding on official duty.

10. To Exercise Authority of a Controlling Officer In respect of TA bills of all officers and staff under their control.

11. To Sanction Expenditure and Authorise Disbursement. Within the allocation made for specific purpose in the approved budget in respect of unit under his control provided that any individual item of expenditure or disbursement does not exceed Rs 20,000/- (AFC/AO).

12. To Sanction Contract Electrical, Civil and Mechanical Works After inviting tenders up to a limit of Rs 20,000/- in each case subject to the following conditions:

   a) that a monthly statement is submitted to the Financial Controller of all the contracts so sanctioned.

   b) In case a tender, other than lowest is accepted or limited tenders only called or contract itself negotiated after invitation of tenders the reasons for not accepting lowest or inviting limited tenders are negotiated the contract or recorded in writing (AFC/AO).
13. To Execute Contract
   deeds etc. Full powers in respect of items
   within their competence and sphere
   of work and also those sanctioned
   by the Financial Controller/Managing
   in respect of factories under their
   control, excepting such of the items
   as might require the common seal of
   the Company under the Companies Act
   (AFC/AD).

14. To Accord Administrative
    Approval and Technical
    Sanction to Work Civil including capital, electrical
    and mechanical works upto
    Rs 20,000/- for each work
    (original or maintenance for repairs)
    provided such works have been duly
    approved in the factory or scheme
    concerned and are provided in the
    budget.

15. To Sanction Excess
    Over Estimates Upto 5% provided that:

   i) The excess is not due to any
      material alternations in the
      sanctioned estimates.

   ii) the total cost including exceeds
       does not exceed

       a) the amount for which the work stands
          administratively approved by more
          than 5% and

       b) the amount upto which they are
          competent to accord technical
          sanctions (AFC/AO).

16. To Issue Work Orders For sanctioned works, on approved
   schedules of rates, to contractors
   who are on the approved lists.

17. To Incur Expenditure
    on Emergency Works Full Powers as per Factories Act for
    safety of the Factory and Persons
    employed therein subject to a report
    being sent to the Board Officer within
    a period of one week.
18. To Sanction Overtime Charges

To factory workers engaged on daily or monthly bases in the interest and safety of factories in their charges provided the rate for such overtime payments have been generally or specifically approved by the competent authority. A weekly report of overtime personnel engaged giving the reasons for engagement may be sent to Board Office within a copy to AFC/AO.

19. To Sanction Purchase of Stores and Materials

Full powers provided the purchase is made in accordance with the recommendations of the purchase committee.

Note: The constitution of purchase committee of each unit be got approved from the Head Office. It should consist of besides purchase officer, Representative of the Finance & Accounts Wing and a representative of the indentor.

Purchases of items of common intent like, medicines, stationery.

20. To Invite Limited Tenders (at least three parties should be asked/invited)

Full powers for reasons to be recorded subject to the conditions laid down item No.19 above (AFC/AO).

21. Without Calling for Tenders or on Single Tender Basis

Upto Rs 500/- in any case in addition to Rs 500/- a year.

22. To Sanction Expenditure on Entertainment

Within the budgeted provision by debit to the entertainment grant provided the amount of such entertainment does not exceed on any occasion Rs 500/- in a year (Rs 25/- on any occasion).
23. To Extend time for Completion of Works

Full power in respect of contract within his competence for reasons to be recorded provided the extension is not beyond one month (AFC/AO).

24. To Reimburse Medical Charges

Upto Rs 200/- in an individual case subject to a maximum of Rs 3,000/- in a year on the recommendations of a committee consisting of Director, Managing AFO/AO) and Representative of the Labour Union.

25. To Verify and Certify Bills and Vouchers.

All bills and vouchers payable by the factory.

26. To Operate Upon Imprest Accounts.

To operate upon imprest accounts sanctioned for them and draw out of such imprest accounts such charges as have been specifically authorised by the FC to be drawn provided proper accounts are rendered for such imprests in accordance with the procedure prescribed therefor.

27. To Sanction Write-Off of Shortages/Losses of Stores.

Upto Rs 50/- in each item and upto Rs 2,000/- in a year (AFC/AO).

28. To Sanction Contingent Expenditure

On following items subject to budget provisions:

1. Postage and Telegrams

Full powers provided the telegrams are issued in case of real urgency.

II. Rent Rate and Taxes

As required under any law of the State or any local authority Rent for office/shop accommodation Rs 100/- P.M.
iii) Registration & Licence fee etc. of vehicles.

Full powers.

iv. Type Writers

Expenditure on periodical oiling, cleaning and repairs including purchase of spare parts of the typewriters machines subject to a limit of Rs 100/- per machine per year.

v. Fuel or Coal for Office Stoves

Full powers, provided the supply made according to the prescribed scale or conditions.

vi- Advertisement

For invitation of any tenders for works or supplies and services or employment notices or on any other advertisement notices etc. in connection with sales activity subject to a limit of Rs 1000/- per year (AFC/AO).

vii. Medicines

Upto Rs 2,000/- in a year subject to budget provisions.

viii. Misc. Charges

Petty charges on day to day requirements of the factory under them.

ix. Telephone Trunk Calls.

Full powers provided the calls made are in the interest of the Company (including STD calls). All trunk Calls should be recorded.
x. **Liveries to Arderlies, Chowkidars etc.**

Full powers provided the supply is in accordance with prescribed scale and conditions.

xi. **Printing Work**

In case of emergency at the most favourable rates after inviting dasti quotations provided the cost on any one occasion does not exceed Rs 500/- (AFC/AO).

xii. **News Papers, Periodicals, Books.**

Full powers subject to limit of Rs 500/- per year AFC/AO.

xiii. **Iron Safes, Fire Proof Boxes and Almirah**

Full powers (AFC/AO).

xiv. **Maintenance of Vehicles.**

Full powers in respect of expenditure on POL. Expenditure beyond Rs 1000/- on any single occasion on repairs maintenance of Vehicles will require General Managers approval. Monthly statement be submitted to the Board Office.

xv. **Transportation of Stores Materials**

Upto Rs 1,000/- on any one case of the most economic prevailing rates in time of emergency AFC/AO.

xvi. **Fees**

Full powers for
xvii. Payment under various labour laws.

Full powers (AFC/AO).

29. Purchase of Proprietary Items

Full powers subject to recording of certificate to the effect that items are of proprietary nature (AFC/AO).

30. Sales

1. Full powers subject to the conditions that the pricing policy and price structure is approved by the Managing Director in consultation with the F.C. and General Manager.

Note: All contracts would be allotted by the M.D. in respect of sales whether these are in respect of finished products, bye products or wastes.

Free Samples upto Rs 50/- at a time subject to a maximum of Rs 1000/- in a year under any regulations that may be prescribed by the Managing Director in this behalf.

NOTE 1: The words AFC/AO as indicated in the above delegations me an Assistant Financial Controller/Accounts Officer.

2. The words AFC/AO within the brackets against different items of the delegations above indicates that relative powers would be exercised after obtaining the concurrence of the AFC/AO. Wherever AFC/AO and the Manager do not agree the case should be put up to the Secretary. If the Secretary does not agree with the views of AFC the case may put up to F.C. If F.C. does not agree with the views of Secretary the case may be put up to the Managing Director whose decision would be final.
APPENDIX: A.2

DELEGATION OF POWERS TO THE OFFICERS AT HEAD-QUARTERS DEALING WITH ADMINISTRATIVE AND ESTABLISHMENT MATTERS OF JKM LTD.

ADMINISTRATIVE POWERS

<table>
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<tr>
<th>Sr.No.</th>
<th>Nature of Powers</th>
<th>Extent and Conditions</th>
</tr>
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</table>
| 1.     | To Make Appointments | a) Regular appointments against sanctioned permanent and temporary posts at Head-Quarters only, the maximum of which does not exceed Rs 150/- P.M. on the advice of the appropriate selection committee and constituted by the Managing Director in this behalf and provided that these are in accordance with any policy laid down by the Managing Director either generally or specially in any particular case. 

b) Officiating appointments in leave vacancies for periods not exceeding 3 months or posts the maximum of which does not exceed Rs 200/- P.M. provided such appointments are made from the list of candidates approved by the Managing Director. |

| 2.     | To Grant Leave | Full powers in respect of employees whom he is empowered to appoint and upto 15 days in respect of others in administration and establishment branches whose maximum pay scale does not exceed Rs 400/- P.M. Subject to the approval of Heads of the Departments to issue orders communicating sanction of leave in respect of staff working in their respective departments after obtaining the sanction of Managing Director whereever necessary should |
be put up to the concerned Head of the department, CME/CE/CPO for orders. If the Head of Department does not agree with the view of AFA the case may be put up to FA and CAO. If the FA and CAO does not agree with the view of Head of the Department the case may be put up to the Managing Director whose decision would be final.

3. To Take Disciplinary Action

Subject to the appellate and revisional authority of the Managing Director.

a) Suspend any member of the staff whom he is empowered to appoint and other under him working on posts the maximum of which does not exceed Rs 250/- for good and sufficient reasons to be recorded in writing.

b) For good and sufficient reasons and after proper departmental proceedings award any one or more of the following punishments to staff whom he is empowered to appoint:

i) Censure
ii) With-holding of promotion/increment
iii) Recovery of pecuniary loss
iv) Reduction in Rank
v) Discharge
vi) Dismissal from services.

For good and sufficient reasons and after proper departmental proceedings award any one or more of the following punishments to staff the Administration and Establishment Sections the maximum of whose pay scale does not exceed Rs 400/- P.M.
1) Censure

ii) With-holding of promotion/increment

iii) Recovery of pecuniary loss

4. To Accept Resignation
   Full powers in respect of posts on which he is competent to make appointments.

5. To Sign T.A.Bills in token of their counter-signatures for transmission to Accounts Department for check and payments adjustments.
   In respect of the staff under him at Head-quarter whose maximum pay scale does not exceed Rs 500/- P.M. provided the tours have been undertaken with the approval of the competent authority.

6. Sanction of Tours
   In respect of staff under him the maximum of whose pay scale not exceed Rs 250/- P.M.

7. To Sanction Advance
   In respect of staff under him at Head-quarters the maximum of whose pay scale does not exceed Rs 400/- P.M.

FINANCIAL POWERS

1. To Sanction Expenditure and Authorise Disbursement.
   Out of the amounts placed at his disposal under the following heads:
   i) other charges (See item 4 below)
   ii) Furniture and Fixture.
2. To place idents for purchase of stores and material of all kinds pertaining to Head-quarters and stores deptt. of corporation. In respect of idents valueing upto Rs 10,000/- provided expenditure sanction to the purchase covered by such idents has been accorded by the competent authority.

3. To Make Direct Purchase of Stores and Materials without the Intervention of Stores and purchase deptt. of the Corporation.

   a) After writing tenders, upto Rs 1,000/- at any one time. In case of acceptance of a tender other than the lowest sanction of next higher authority to be obtained in consultation with the Financial Controller.

   b) Without writing tenders in respect of local purchase of small articles of stationery, furniture and fittings and other consumable articles at current market rates upto Rs 100/- in any one case and Rs 2000/- in a year, provided above sanction of the competent authority to the direct purchase has been obtained.

4. To Sanction Contingent Expenditure.

   Subject to the budget provision, power to sanction the following type of expenditure:

   1) Rents, rates and Taxes
As required under any law of the state or any local authority rents shall be paid only in respect of the building hired with the sanction of the competent authority.

ii. **Postage and Telegrams**

Full powers.

iii. **Registration of Licence etc. and Maintenance of Vehicles.**

Full Powers.

iv. **Telephone Trunk Calls.**

Full Powers.

v. **Advertisement and Notices.**

For invitation of any tenders for works or supplies and service of applications for employments, subject to a limit of Rs 1200/- a year, provided such tenders have to be invited or notices issued under the orders of the competent authority and advertisements in papers outside the state of Jammu and Kashmir in any one case in restricted to two newspapers only and that also in really important cases.

vi. **Remittance by M.O's of the Pay etc. of Employees at the Corporation Expenses.**

Full powers in respect of employees serving at a distance of more than ten miles from the remitting office.
vii. Supply of Liveries, Belts, Badges etc., to orderlies, chowkidars etc.

Full powers in accordance with the rules governing the supply.

viii. Printing Work

In cases of urgency at the most favourable rates, with regard to quality after inviting best quotations, provided the cost of such work on any one occasion does not exceed Rs 500/- and the Heads of Departments for which the forms are to be printed or his representatives is consulted.

ix. Books and Periodicals.

As requisitioned by the Heads of the Departments provided the books and periodicals are of a technical, scientific or legal nature and expenditure on any one book or periodical does not exceed Rs 50/- excluding freight charges.

x. Typewriters, Duplicators, Accounting Machines etc.

Expenditure on periodicals oiling, cleaning and repairs including purchases or spares parts provided expenditure on a typewriter or duplicator does not exceed Rs 100/- a year and on other machines Rs 200/- a year.

xi. Maintenance of Vehicles.

Full powers in respect of expenditure on POL and maintenance and repairs of Vehicles borne on headquarters strength in consultation wherever possible with the mechanical Engineer at the Headquarters in case of repairs,
xii. **Transportation of Stores and Materials of the Corporation**

upto Rs 250/- in any one case
through approved transport
agencies or at the most
economical prevailing rates in
times of emergency provided it
is certified that no corporation
vehicles pertaining to head­
quarters was available.

xiii. **Other Contingent Expenditure**

not specifically provided for
in items (i) to (xii) above,
upto Rs 100/- in any one job,
provided that:

a) the expenditure is of a non­
recurring nature.

b) it is necessary for the day to
day administration of the
office and

c) such expenditure on any one
item, of incurred, does not
exceed Rs 10/-.

5. **To Operate of**

**Imprest Account**

As sanctioned for him by the Managing
Director in consultation with the
Financial Controller.

6. **To Verify and**

**Certify Bills.**

All bills and vouchers payable for
the Headquarters Office of the
Corporation pertaining to any supplies
made or services rendered to it
whether their payments have been
authorised by him or by a higher
authority provided any such bill or
voucher does not exceed Rs 500/-.

Rs 2500/- instead of Rs 500/- (as
amended vide S.R. No.8 of the
20th Meetings).
POWERS DELEGATED TO THE MINES MANAGER, FACTORY MANAGERS, POWER HOUSE SUPERINTENDENTS, PROJECT OFFICERS AND A.F.A'S OF JAMMU AND KASHMIR MINERALS LIMITED WITH EFFECT FROM JANUARY 15, 1972.

<table>
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<tr>
<th>Sr.No.</th>
<th>Nature of Powers</th>
<th>Extent of Power</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>To Make Appointments</td>
<td>a) on regular scale of pay against sanctioned permanent and temporary posts the maximum of which does not exceed Rs 150/- P.M.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>b) of a temporary nature in leave vacancies for periods not exceeding three months on posts, the maximum of which does not exceed Rs 250/- P.M. All such appointments should be made through properly constituted Selection Committee.</td>
</tr>
<tr>
<td>2.</td>
<td>To Make Transfers</td>
<td>Within their jurisdiction in all posts under their control for which he is the appointing authority.</td>
</tr>
<tr>
<td>3.</td>
<td>To Grant Leave</td>
<td>Full powers in respect of all employees under his administrative control except officers.</td>
</tr>
<tr>
<td>4.</td>
<td>To Make Disciplinary Action</td>
<td>a) Suspend any member of the staff except officers under their control for good and sufficient reasons, to be recorded in writing.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Accord minor punishments as defined in JKM Ltd. disciplinary and Appeal Rules for all categories of staff under him excepting officers.</td>
</tr>
</tbody>
</table>
5. To Accept Resignation

In respect of all posts on which they are competent to make appointment.

6. To Engage Labour

To sanction engagement of skilled and unskilled labour as required within the approved strength on rates approved by the competent authority or in absence thereof the prevalent rates in the locality.

7. To Sanction Tours of Subordinate

a) within the state full powers in respect of officers and staff under him provided:

i) The tours are to be undertaken in the course of the normal working of the mines/factories under them.

ii) Such tours are not undergoing training course of study.

b) Outside the State: with the previous approval of the Head of the Department. Provided conditions (1) and (2) under clause (a) above are fulfilled.

Prior approval of the competent authority will not however, be necessary.

1) In case of emergency when obtaining of such approval would cause delay to the detriment of the work.
2) For journeys to Pathankot for clearance of despatch of any machinery, plant and equipment for other stores received for the mines/factories under them. A list of tours sanctioned along with a copy of tour report may be sent monthly to Head of the Department.

8. To Grant Permission to Travel by Air.

Within the State, in respect of any members of their staff unit otherwise so entitled under the Rules. When the exigencies of work, so demand.


In respect of tours of all officers and staff, under him while proceeding on official duty.

10. To Exercise Authority of a Controlling Officer

In respect of T.A. Bills of all officers and staff under their control.

11. To Sanction Expenditure and Authorise Disbursement.

Within the allocation made for specific purpose in the approved budget in respect of projects under his control provided that any individual item of expenditure or disbursement does not exceed Rs 20,000/- (AFA).

12. To Sanction Contracts Electrical Civil and Mechanical Works.

After inviting tenders up to a limit of Rs 20,000/- in each case subject to the following conditions (AFA).

a) that a monthly statement is submitted to the Head of Department of all the contract, so sanctioned
b) in case a tender other than lowest is accepted or limited tenders only called or the contract itself negotiated after inviting the tenders the reasons for not accepting lowest or inviting limited tenders or negotiating the contract are accorded in writing.

13. To Execute Contract Deeds etc. Full powers in respect of items within their competence and sphere of work and also those sanctioned by the Head of Department Managing Director in respect of Mines Projects/Factories under their control, except such of the items as might require the common seal of the corporation under the companies Act (AFA).

14. To Accord Administrative Approval on Technical Sanction to work. Civil including capital electrical and mechanical works upto Rs 20,000/- for each work (original or maintenance or repairs) provided such works have been duly approved in the project or scheme concerned or are provided in the budget.

15. To Sanction Excess Over Estimates. Upto 5% provided that:

I. the excess is not due to any material alterations in the sanctioned estimates.

II. the total cost including excess does not exceed the amount for which the work stands administratively approved by more than 5% and

III. the amount upto which they are competent to accord technical sanctions.
16. To Issue Work Orders. For sanctioned works, on approved schedules of rates, to contractors who are on the approved lists.

17. To Incure Expenditure on Emergency Work Full powers as per mines Act, 1952 for safety of the mine and persons employed therein subject to a report being sent to Head of the Department F.A. and C.A.O./M.D. within a period of one week (for other managers/Project Officers the present Delegations).

18. To Sanction Overtime Charges. To mine/factory workers engaged on daily or monthly wages in the interest and safety of the mines/factories in their charges provided the rates for such overtime payments and the class of personnel entitled to such overtime payments have been generally or specifically approved by the competent authority.

A weekly report of overtime personnel engaged giving the reasons for engagement may be sent to Head of the Department concerned with a copy to A.F.A.

19. To Sanction Direct Purchase Stores and Materials Stationery without intervention of the purchase department. On unforeseen and emergent cases:

Upto Rs 2500/- at any one time subject to a limit of Rs 20,000/- in a year provided that:

I. the articles are urgently required and their indenting on the purchase and stores department could cause undue delay to the detriment of work.

II. The purchase are made in accordance with the rules and procedure laid down by management from time to time.
20. To Invite Limited Tenders (Atleast 3 parties should be asked/invited.

In respect of purchase covered by item No. 19 above full powers for reasons to be accorded (AFA).

21. Without Calling for Tenders or on Single Tender Basis.

Upto Rs 500/- in any one case and Rs 5,000/- a year.


Within the budgetted provision by debit to the entertainment grant of the project concerned provided the amount of such entertainment does not exceed Rs 250/- in a year for any one project. A monthly statement to this effect may be sent to Head of the Department.

23. To Extend Time for Completion of Works.

Full powers in respect of contract within his competence for reasons to be recorded provided the extension is not beyond one month (AFA).

24. To Reimburse Medical Charges.

Full powers in respect of the staff (except officers) under him as per medical rules.

25. To Verify and Certify Bills.

All bills and vouchers payable by the Corporation.

26. To Operate upon Imprest Account

To operate upon imprest accounts sanctioned for them and draw out of such imprest accounts such charges as have been specifically authorised by the Financial Adviser and Chief Accounts Officer to be drawn out of them, provided proper accounts are rendered for such imprests in accordance with the procedure prescribed thereof.
27. To Sanction Contingent Expenditure Subject to budget provisions in respect of mines/factories under them. The following

1. Postage and Telegrams

Full powers, provided the telegrams are issued in case of real urgency.

2. Rent, Rates and Taxes.

As required under any law of the state or any local authority. Rent for office accommodation up to Rs 40/- per month.

3. Registration and Licence Fee etc. of Vehicles.

Full Powers.

4. Typewriters.

Expenditure on Oiling, cleaning and repairs including purchase of spare parts of typewriters machine, subject to a limit of Rs 100/- per machine per year.

5. Fuel or Coal for Office Stoves.

Full powers provided the supply is made according to the prescribed scale or conditions.

6. Advertisements.

For invitation of any tenders for works or supplies and services or employment notices subject to a limit of Rs 1000/- per year (A.F.A.)

7. First Aid Medicines.

Upto Rs 1000/- in a year in respect of first aid required for the employees under them including labour engaged on mines/factories if such first aid cannot be available at a short distance from the state.
viii. **Misc. Charges.**

Petty charges on day to day requirements of the mines/ factory under them.

ix. **Telephone Trunck Calls.**

Full powers provided the calls made are in the interest of the corporation (including STD calls) All calls should be recorded.

x. **Supply of Liveries, Belts, Badges etc. to Orderlies, Chowkidars etc.**

Full Powers provided the supply in accordance with the prescribed scales and conditions.

xi. **Printing Work**

In case of emergency at the most favourable rates after inviting Dasti quotations provided the cost per work on any one occasion does not exceed Rs 500/- (AFA).

xii. **Newspapers, Periodicals, Books.**

Full powers subject to limit of Rs 500/- per year (AFA).

xiii. **Iron Safes, Fire Proof Boxes Almirah.**

Full Powers (AFA).

xiv. **Maintenance of Vehicles.**

Full powers in respect of expenditure on POL Expenditure beyond Rs 1000/- on any single occasion, on repairs/maintenance of vehicles will require Financial Adviser and Chief Accounts Officer/Managing Director's approval. Monthly statement be submitted to Head of the Department.
xv. Transportation of Stores/Materials of Corporation.

Upto Rs 1000/- in any one case at the most economic prevailing rates in time of emergency (AFA).

NOTE: The works A.F.A. within the brackets against different items of the delegations above indicate that the relative power would be exercised after obtaining the concurrence of A.F.A. Whereever, A.F.A. and the Manager do not agree the case.
APPENDIX: B
GRADEWISE POSTS (II-VI) IN JKM LTD.

GRADE-III

Technical
a) Chemical Technologist;
b) Production Manager/Engineer;
c) Shift Charge Engineers
d) Assistant Mines Manager;
e) Workshop Engineer;
f) Geologist;
g) Medical Officer.

Non-Technical
h) Assistant Financial Advisor;
i) Assistant Audit Officer,
j) Sales and Marketing Officer,
k) Assistant Manager;
l) Assistant Admin. Officer;
m) Cost Accountant;
n) Security Officer (Sr. Scale)
o) Labour Welfare Officer (Sr. Scale)
p) Statistician.
GRADE-III

Technical
a) Assistant Shift Engineer;
b) Mines Surveyor;
c) Foreman;
d) Senior Foreman;
e) Chemist

Non-Technical
f) Labour Welfare Officer (Jr. Scale)
g) Security Officer (Jr. Scale)
h) Office Superintendent;
i) Accountant;
j) Head Cashier;
k) Estates Officer;
l) Transport Supervisor;
m) Purchase Superintendent;
n) Sales Superintendent.

GRADE-IV

Technical
I.a) Assistant Foreman;
b) Junior Overman
c) Technical Assistants;
d) Overseers;
e) Mechanics (Sr. Scale)
f) Sr. Moulder;
g) Welder Grade-I
h) Sr. Draftsman;
i) Sr. Estimator;
j) Surveyor-cum-Draftsman;
k) Chargeman/Chargehar;
l) Chemist (Jr. Scale)
m) Operators (Sr. Scale)
n) Sr. Fitters;
o) Supervisors;
p) Mate (Under Mines Act);
q) Assistant Mines Surveyor;

II. 
a) Operators/Fitters (Grade-I)
b) Machineman;
c) Moulding Mistry;
d) Pattern Maker
e) Driller;
f) Turner;
g) Shot Fitter;
h) Junior Estimator
i) Black-Smith;
j) Plumber-cum-Sanitary Fitter;
k) Electricians;
l) Miller
m) Moulder
n) Rigger;
o) Cable Joiner,
p) Oilman-cum-greaser;
q) Masons;
r) Laboratory Assistant;
s) Chemical Assistant;
t) Carpenter;
u) Fitters;
v) Jr. Draftsman;
w) Tracer;

**NON-TECHNICAL**

a) Stenographers;
b) Assistants of all designations;
c) Storekeepers;
d) Head Time Keeper;
e) Sr. Accounts Clerks and Cashiers;
f) Weigh Bridge Supervisor and Assistant Transport Supervisor.

**GRADE IV**

**Technical**

a) Operators/Fitters Grade-II (All trades);
b) Fireman;
c) Attendants (All designations)
d) Drivers;
e) Duplicating Operators;
f) Ferro Printer;
g) Comptroller;
h) Dispenser;
i) Dresser;
j) Nurse (Mid-Wife);

Non-Technical

a) Steno-typist
b) Accounts Clerks
c) School Teachers;
d) Typists;
e) Clerks/Munshies;
f) Assistant Store Keepers;
g) Time Keepers;
h) Weigh Bridge Attendant;
i) Supervisor

GRADE-VI

Technical

a) Junior Attendants (All Designations);
b) Helpers of all designation;
c) Cleaners;
d) Khalasis and mazdoors;
e) Nursing Orderly.

Non-Technical

a) Mali/Gardners;
b) Gate-keepers;
c) Watchman/Chowkidar;
d) Armed Guards;
e) Peon/Orderlies;
f) Dak Massengers;
g) Bearer-cum-Cook/Cook;
h) Sweepers.
## APPENDIX: C: I-1

**JAMMU AND KASHMIR INDUSTRIES LIMITED SRINAGAR**

**SALES BUDGET SUMMARY OF THE COMPANY GROUPWISE AND UNITWISE**

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
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<tr>
<td>1.</td>
<td>Silk Group</td>
<td>401.01 161.37</td>
<td>438.21 273.83 35.09</td>
<td>308.92</td>
<td>401.50</td>
<td></td>
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<tr>
<td>2.</td>
<td>Chemical Group</td>
<td>530.44 541.10</td>
<td>529.85 409.725 99.73</td>
<td>509.455</td>
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<td>3.</td>
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<td>223.00 210.05</td>
<td>294.29 178.40 38.20</td>
<td>216.66</td>
<td>366.97</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Wool Group</td>
<td>197.35 187.61</td>
<td>336.30 174.37 54.79</td>
<td>229.16</td>
<td>351.85</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Leather Group</td>
<td>3.08 0.95</td>
<td>18.60 3.19 0.53</td>
<td>3.72</td>
<td>28.50</td>
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<td>6.</td>
<td>Misc. Group</td>
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<td>- -</td>
<td>- -</td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td>1354.97 1101.08</td>
<td>1617.25 1039.575 228.34</td>
<td>1267.15</td>
<td>1748.39</td>
<td></td>
</tr>
</tbody>
</table>

**Silk Group**

1. Filatures 204.10 100.62 192.29 155.44 32.59 188.03 180.65
2. Fil.Jammu 79.22 11.73 113.47 38.73 0.87 39.60 72.85
3. Silk Avg.Fy. Rajbagh 38.20 49.02 132.45 79.66 1.63 81.29 198.00
4. H.L.S.Wing Fy.Srinagar 29.49 - - - - -

**Sub-Total** 401.01 161.37 438.21 273.83 35.09 308.92 401.50

**Chemical Group**

1. R&T Fy.Miran 312.15 304.32 273.38 203.86 49.44 253.30 310.00
2. R&T Rajouri 116.38 125.34 144.45 106.36 26.20 132.56 157.33
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<th>RTF Sunderban</th>
<th>Match Fy.Bl.</th>
<th>Ph. Works Bl.</th>
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<td>109.31</td>
<td>109.71</td>
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<td>109.71</td>
<td>98.02</td>
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<td>23.45</td>
<td>121.47</td>
<td>123.50</td>
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**Wood Group**

<table>
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<tr>
<th></th>
<th>J/Mills Rap</th>
<th>J/Mills Jam.</th>
<th>Mr. Willows</th>
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<td>159.97</td>
<td>189.11</td>
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<td>189.11</td>
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**Woollen Group**

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<td>92.20</td>
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<td>12.47</td>
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<td>92.20</td>
<td>156.00</td>
<td>132.90</td>
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<td>132.90</td>
<td>25.40</td>
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<td>351.85</td>
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**Leather Group**

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<tr>
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<th>Tanneries</th>
<th>Shelting</th>
<th>S.L.P. Muthi</th>
<th>Sub-Total</th>
<th>Misc. Group</th>
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<td>1.</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>2.</td>
<td>3.08</td>
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<td>18.60</td>
<td>3.19</td>
<td>3.72</td>
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<tr>
<td></td>
<td>3.08</td>
<td>0.95</td>
<td>18.60</td>
<td>3.19</td>
<td>3.72</td>
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<tr>
<td></td>
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<td></td>
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<td></td>
<td>28.50</td>
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**Grand Total**

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<tr>
<th></th>
<th>1354.97</th>
<th>1101.08</th>
<th>1617.25</th>
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<td>1267.915</td>
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### APPENDIX:C:I-2

**JAMMU AND KASHMIR MINERALS LIMITED**

**SALES BUDGET FOR 1984-85**

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<td>Qty.</td>
<td>Value</td>
<td>Qty.</td>
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<tr>
<td>5.</td>
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<td>6.</td>
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<tr>
<td>7.</td>
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<td>9.</td>
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<tr>
<td>10.</td>
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<tr>
<td>11.</td>
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</table>

**Qty. in Mts. & Sq.fts.**

**Value: Rs in Lakhs**
### APPENDIX C:II-1

**JAMMU AND KASHMIR INDUSTRIES LIMITED SRINAGAR**

**PRODUCTION BUDGET SUMMARY OF THE COMPANY GROUPWISE AND UNITWISE**

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#### 1. Silk Group

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#### 2. Chemical Group

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<td>118.98</td>
<td>139.16</td>
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<td>222.83</td>
<td>28.52</td>
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#### 4. Woollen Group

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<td>30.84</td>
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<td>6.89</td>
<td>38.89</td>
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<td>74.98</td>
<td>8.34</td>
<td>83.32</td>
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<td>17.00</td>
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<td>5.36</td>
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<td>240.30</td>
<td>311.86</td>
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<td>267.76</td>
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<td>Sole Leather Plant</td>
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<td>Sub-Total</td>
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<td>23.77</td>
<td>16.31</td>
<td>3.75</td>
<td>20.06</td>
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<td>1195.42</td>
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### APPENDIX: C.II.2

**JAMMU AND KASHMIR MINERALS LIMITED**

**PRODUCTION BUDGET FOR 1984 - 1985**

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<td></td>
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<td>Qty.</td>
<td>Value</td>
<td>Qty.</td>
<td>Value</td>
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<td>1.</td>
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<td>244.00</td>
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<td>Assar Gypsum Mine</td>
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<td>4000</td>
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<td>4.</td>
<td>Wuyan Cement Factory (Wuyan)</td>
<td>5247</td>
<td>79.50</td>
<td>9500</td>
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<td>5.</td>
<td>F.C.F. (Wuyan)</td>
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<td>7347</td>
<td>80.37</td>
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<td>6.</td>
<td>Limestone Quarry (Khrew)</td>
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<td>3.42</td>
<td>12000</td>
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<td>7.</td>
<td>Movement (TransportP</td>
<td>-</td>
<td>-</td>
<td>16.5 (trip)</td>
<td>13.21</td>
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<td>8.</td>
<td>Kupwara Marble Project</td>
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| Total | 249.79 | 347.11 | 270.34 | 345.80 |

Value: Rs in Lakhs
## APPENDIX:C:III.1

**JAMMU AND KASHMIR INDUSTRIES LIMITED.**

**OPERATIONAL EXPENDITURE BUDGET OF THE COMPANY**

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<td>I.</td>
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<td>Raw Material</td>
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<td>718.60</td>
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<td>575.81</td>
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<td>Consumable Stores</td>
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<td>45.24</td>
<td>31.19</td>
<td>4.66</td>
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<td>-</td>
<td>-</td>
<td>-</td>
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<td>iv)</td>
<td>Salaries (Employees)</td>
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<td>a)</td>
<td>Regular</td>
<td>40.29</td>
<td>51.34</td>
<td>54.50</td>
<td>50.94</td>
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<td>1.7</td>
<td>1.10</td>
<td>1.48</td>
<td>0.14</td>
<td>1.62</td>
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<td><strong>Labour/Workers</strong></td>
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<tr>
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<td>Workers</td>
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<td>129.43</td>
<td>13.43</td>
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<td>b.</td>
<td>Badli</td>
<td>-</td>
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<td>0.65</td>
<td>-</td>
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<tr>
<td>c.</td>
<td>Casual/Production incentives</td>
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<td>0.70</td>
<td>0.20</td>
<td>0.85</td>
<td>0.06</td>
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<td>e.</td>
<td>Over-time</td>
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<td>Fuel for Factory</td>
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<td>47.06</td>
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<td>45.13</td>
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<td>50.71</td>
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<td>Electricity for Factory &amp; Office</td>
<td>10.74</td>
<td>11.88</td>
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<td>10.60</td>
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<td>Expenditure on Contracted Works</td>
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<td>Commission on Spg.</td>
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## 2. OVER HEADS

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<tr>
<td>b. Telegrams</td>
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</tr>
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(C) TRADE EXPENSES

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ii. Exhibition Charges            | 1.21  | 2.65  | 1.72  | 0.555 | 0.41  | 0.965 | 1.62  |       |
iii. Renovation of Showrooms      | 0.08  | 0.69  | 0.25  | 0.17  | 0.01  | 0.18  | 0.30  |       |
iv. Bank Charges                  | 0.34  | 0.225 | 0.46  | 0.484 | 0.145 | 0.629 | 0.86  |       |
vi. Entertainment/Refreshment     | 1.17  | 1.155 | 1.66  | 1.15  | 0.16  | 1.31  | 1.65  |       |
vii. Legal Charges                | 0.15  | 0.222 | 0.78  | 0.32  | 0.12  | 0.44  | 0.62  |       |
viii. Commission on Sales         | 33.74 | 27.175| 27.44 | 18.20 | 4.37  | 22.57 | 32.26 |       |
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## APPENDIX C:III-2
JAMMU AND KASHMIR MINERALS LIMITED
OPERATIONAL BUDGET 1984-85

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**Total** | 9.275 | 8.36 | 4.36 | 5.43

### IV. ALLOCABLE EXPENSES

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**Total** | 19.84 | 20.92 | 26.43 | 22.90
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