The present chapter attempts to present brief about Introduction about the Profile and History of Rayon sector in India. The Chapter also focuses on Andhra Pradesh Rayons Limited which one of the pivotal organizations of Andhra Pradesh, engaged in the business of Cloth Manufacturing. The chapter also discussed about the Industry Profile, Company Profile, Vision & Mission, Workers Development Programme and so on.

3.0 INDUSTRY PROFILE

Ballarpur Industries Limited, Unit A.P Rayon’s-Kamalapuram (formerly Andhra Pradesh Rayon’s Limited/APR Limited) belonging to The Thapar Group, engaged in manufacture of Rayon Grade Pulp. The factory is located at Kamalapuram, Warangal District, Andhra Pradesh with the Registered & Corporate Office at Chandrapur District, Maharashtra.

3.1. BALLAPUR INDUSTRIES LIMITED (BILT)

Unit – A.P RAYONS, Kamalapuram, Warangal,(A.P)

BILT, Unit-A.P Rayons are established in 1979 and is one of the India's leading manufacturer of Rayon grade pulp, having an installed capacity of 98,550 Tones per annum based on 100 % hard wood as raw material. Plant is situated at the banks of River GODAVARI at village-Kamalapuram, Warangal –Dist (AP) and 110 km away from Warangal / Kazipet railway station. APR produces mainly 2 qualities of Rayon grade PULP. Our respectable customers are Grasim and NRC. Company is having turnover of about Rs.260 Crores.

BILT’S operations span across six production units located at Ballarpur (Maharashtra), Bhigwan (Maharashtra), Shreegopal (Haryana), Sewa (Orissa), Kamalapuram (AP) and Ashti (Maharashtra). The company continued to stress on
improving internal efficiencies, optimizing product mix across plants, maximizing asset utilization and managing a complex flow of materials across plants. During 2005-2006, improvements in these processes helped BILT sustain its profit margins in a backdrop of sharp increase in costs of basic raw materials like fiber and coal.

i. Unit: Ballarpur
ii. Unit: Bhigwan
iii. Unit: ShreeGopal
iv. Unit: Sewa
v. Unit: Asthi
vi. Unit: Kamalapuram

BILT is the largest and most respected paper company in India and a leader in the segments of writing and printing paper. It also enjoys a sustainable presence in the key global markets. In recent years, BILT has evolved as a knowledge driven and customer centric organization. It is India's largest paper company and the only Indian company to rank amongst top 100 paper companies in the world”.

BILT is the undisputed leader in the Indian paper industry. It is also India's largest manufacturer and exporter of paper, with a strong presence in all segments of the usage spectrum that includes Writing & Printing Paper, Industrial Paper and Specialty Paper. Complementing this is a diversified production infrastructure with six manufacturing units spread across the country.

In recent years, BILT has evolved as a more dynamic, knowledge driven organization focused towards creation of stakeholder value. In the process, it has also transformed the paper industry from its traditional 'commodity market' mindset to a branded one. Today, BILT not only has the range, but also a well entrenched distribution network that enables it to reach customers, any time, any place.
As the industry leader, BILT is committed to developing its business towards ecological, social and economic sustainability. BILT has joined hands with Pratham, an NGO that runs primary education programs all over the country. A key initiative in environmental accountability is the BILT Farm forestry program that has covered more than 7500 farmers since 2001.

3.1.1 SAILENT FEATURES OF PLANT

- Plant has flexibility to manufacture Rayon Grade or Paper grade pulp
- Entire plant starting from Raw material to Pulp Dispatch is on Distributed control system (DCS)
- Single DD washer instead of conventional 4 drum washer
- Single Recovery Boiler of 618 TPD BL solids firing capacity.
- 2 separate streams of Effluent treatment to treat entire effluent of the Mill

3.1.2 INTRODUCTION OF THAPAR GROUP

The THAPAR group is one of the top corporate conglomerates in the country today. BILT is the torch bearer of the THAPAR group. The group has a turnover of more than 3,500 crores with an annual growth rate of 2.5 percent.

Today, the tradition of excellence setup LALA KARAM CHAND THAPAR flow through the actions of the Thapar group under its present chairman – LM Thapar. The Thapar group has grown to be amongst the largest and one of most diverse industrial groups in India. It has 54 companies and 84 manufacturing plans in India and overseas under its umbrella. Its production portfolio includes paper, Chemicals, Textiles, Telecommunication, Glass, Manmade Fiber, Food and Allied Industrial Construction, Mining, Shipping, Investment, Pulp, Packing Leather, Trading and Distribution, Exports and Consultancy.
Strategic alliance and collaboration with some of the best corporations into the world including Due point, General electric, Wrestling house, Owens illions, Chenatem, Hitachi in the global league. A part from BILT, the other pillars of the group is Crompton Greaves Limited. Thai Chand Thapar, Karam Chand Thapar & Bro Limited and BILT Kamalapuram.

3.1.3 STRATEGIC INTENT

BILT, in the recent years has evolved as a more dynamic, knowledge-driven organization with a singular focus on creating stakeholder value. Aimed at making the organization more market-oriented and customer-centric, the following initiatives are to drive BILT forward in the rapidly changing business environment:

Consolidation: A continuous streamlining of capacities and products in our core business area - Paper.

Brand Building: Increasing brand involvement for the products amongst customers to reduce market fragmentation and attain 'generic-brand' status for BILT via strategic branding.

De-commoditization and service orientation: Redefining the paper industry with customer at the center-stage.

Wider product range: Adding high value-added products to BILT’s portfolio expanding it to cover the widest range of basic to high-end usage paper products.

Product-mix rationalization: Maintaining an intelligent product-mix based on value and demand curves to maximize returns.

Exploring global markets: Reaching out to international markets with world-class products while maintaining leadership in India.

Operational Improvements & Cost-competitiveness: To attain higher efficiency levels and world-class quality in production processes.
Increasing capacities: Expansion of manufacturing and processing capabilities across product range, in line with market dynamics.

Sound Investments: Accelerate growth by way of investments into focused, synergetic acquisitions.

Captive Market Share: Sustaining and strengthening BILT's leadership position in its market segments way ahead of competitors.

Extending 'Touch-Points': Building a wider and 'intelligent' distribution network that enables BILT to serve its markets in a customized and localized manner and attain higher penetration, without losing the economies of scale.

3.1.4 BUSINESS SEGMENTS

BILT services its customers' needs for quality Paper - both in India as well as overseas. Our paper touches our customers' lives every day. In more ways than they even know. Stationery, playing cards, high quality coated paper for brochures and magazines, currency notes, copier paper. We service these everyday instances across the length and breadth of the nation with our wide product portfolio ranging from basic to high-end specialty paper.

✓ Coated Wood Free Paper
✓ Uncoated Hi-Bright Paper (Maplitho)
✓ Business Stationery
✓ Copy Paper
✓ Specialty & Fine Paper

While these indicate our broad product segments, BILT also continuously focuses on serving customers with customized, value-added products to suit specific applications. With the acquisition of Sinar Mas' Indian operations (BGPL), BILT has acquired world class coated paper capacities that find widespread application in the high end of the Indian usage market as well as developed overseas markets.
3.1.5 OUR REACH

With the customer at the center of our business activities, we have pioneered the transition of the traditional 'transaction-based' model to a 'relationship-based model' in the Indian paper industry. This relationship is built by constantly leveraging our physical proximity to the markets, further enhanced by intelligent systems offering a strong emotional proximity to our customers even at a micro-level.

Physical Proximity

Our distribution network and understanding of local requirements is unmatched in the Indian paper industry. Over the decades, BILT has transitioned from the 'metro' concept to cross country distribution. While our five manufacturing facilities for paper and pulp are strategically spread across the country, we have

<table>
<thead>
<tr>
<th>North</th>
<th>South</th>
<th>West</th>
<th>East</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delhi</td>
<td>Chennai</td>
<td>Mumbai</td>
<td>Calcutta</td>
</tr>
<tr>
<td>Ludhiana</td>
<td>Sivakasi</td>
<td>Ahmedabad</td>
<td>Cuttack</td>
</tr>
<tr>
<td>Amritsar</td>
<td>Tirupur</td>
<td>Jabalpur</td>
<td>Raipur</td>
</tr>
<tr>
<td>Chandigarh</td>
<td>Bangalore</td>
<td>Goa</td>
<td>Patna</td>
</tr>
<tr>
<td>Patiala</td>
<td>Hyderabad</td>
<td>Pune</td>
<td>Bhagalpur</td>
</tr>
<tr>
<td>Kanpur</td>
<td>Kochi</td>
<td>Nagpur</td>
<td>Nepal</td>
</tr>
<tr>
<td>Lucknow</td>
<td>Kerala</td>
<td>Nashik</td>
<td>Guwahati</td>
</tr>
<tr>
<td>Meerut</td>
<td>Coimbatore</td>
<td>Aurangabad</td>
<td>Ranchi</td>
</tr>
<tr>
<td>Agra</td>
<td>Madurai</td>
<td>Indore</td>
<td></td>
</tr>
<tr>
<td>Varanasi</td>
<td>Secunderabad</td>
<td>Surat</td>
<td></td>
</tr>
<tr>
<td>Paharanpur</td>
<td>Vijaywada</td>
<td>Kolhapur</td>
<td></td>
</tr>
<tr>
<td>Moradabad</td>
<td>Vishakhapatnam</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jammu</td>
<td>Ernakulam</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rohtak</td>
<td>Pondicherry</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jamunanagar</td>
<td>Hubli</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

assiduously brought our products within physical proximity of the customers. Our network of 126 dealers - the largest within the industry in India - is present across the principal consuming centers of the country and is the key fulcrum to this proximity.
Emotional proximity

Strategically implemented Enterprise Resource Planning (ERP) System, real-time logistics and Just-in-Time (JIT) inventory solutions enable highly effective and efficient distribution of localized BILT products across urban, semi-urban and rural consumption centers nation-wide. A direct marketing initiative by the company to establish a two-way interaction with customers is another step forward.

3.1.6 LM THAPAR GROUP ALTERS RECAST PLAN

-Veeshal Bakshi & Sanjay Sardana

Bilt managing director Gautam Thapar said that AP Rayon's industrial paper business subsidiary at Ashti and the recently acquired Tamil Nadu-based folding boxes company Servall will be merged to create a new company, Bilt Industrial and Packaging Co Ltd (Bipco), headquartered in Hyderabad. AP Rayon holds 80 per cent equity stake in Servall and 100 per cent in the Ashti unit. The group had earlier proposed to create two separate companies for the industrial paper and boxes businesses. The merger of Servall and the Ashti unit is likely to be completed by the month-end. Bipco will be a closely held subsidiary of AP Rayon, and may go public after two to three years, Thapar said. Bilt will retain the writing and printing paper business. Thapar will continue as Bilt and AP Rayon managing director and will be chairman of Bipco. Post-merger, Bipco will have a capacity to produce 1.20 lakh tones per annum of industrial paper and boxes, and generate a turnover of over Rs 300 crore per annum. Thapar said fresh investments of Rs 100 crore will be made in the Servall and Ashti units to raise the capacity to over 2.50 lakh tpa over the next two years, which will take the turnover to over Rs 600 crore. Bipco will also set up a captive power plant, which would reduce the production cost.

Thapar said BILT's writing and printing paper capacity will also be raised from two lakh tpa to about five lakh tpa over the next two years. Bilt has additional capacity to produce 1.60 lakh tpa of pulp, which it wants to utilise by raising the paper-manufacturing capacity.
Bilt had recently acquired AP Rayon’s pulp business. Bilt will issue fully-paid equity shares of Rs 10 each directly to shareholders of AP Rayon in the ratio of 3:10 (three shares of Bilt will be issued for 10 shares of AP Rayon held).

Thapar said Bilt has got a positive response from the International Finance Corporation (IFC), the private financing arm of the World Bank, for its proposal seeking a 12-year guarantee on term loans to part-finance its expansion plans.

"A guarantee by IFC will give us access to funds from financial institutions at competitive interest rates. We are in the final stages of tying up the guarantee of about $30-35 million," Thapar said.

Besides funding the expansion plans, the Thapars also need funds to pay off the Tatas for buying out their equity stake in Saptarishi Agro. Global Green, the food-processing company of the Thapar group, is in the final stages of concluding the buyout of the Tatas' stake in the company.

3.2 COMPANY PROFILE

3.2.1 BRIEF HISTORY

Andhra Pradesh Rayon’s Limited was incorporated on 18th March, 1975 as a Public Limited Company and received the Certificate of Commencement for Business on March 31st, 1975. The company’s name was changed to APR Limited form August 28, 1995 later on merged with Ballarpur Industries Limited from 1st July, 2000.

The Company was promoted by Andhra Pradesh Industrial Development Corporation (APIDC). APIDC later associated Ballarpur Industries Limited (BILT) of the Thapar Group as co-promoters of the project. To start with, facilities for manufacture of 33,000 TPA of Rayon Grade Wood Pulp were set up at Kamalapuram, Warangal District, and Andhra Pradesh. The unit started commercial production on 1st September, 1981. However, due to various reasons, viz, cost over-run, non-availability of raw-material, difficulties encountered in the sale of pulp due to liberal imports
under OGL, labor problems, etc. the performance of the Company adversely affected, resulting in substantial cash losses which subsequently eroded the net worth of the Company.

M/s Ballarpur Industries Limited (BILT) of the Thapar Group, took over the management of this company and gave assistance by way of financial help and obtaining supply of major inputs on liberal credit terms apart from absorbing large quantities of Company’s production of paper grade pulp. In the year 1987, the company made an application to BIFR as per provisions of SICA, 1985. Since the company started making cash profits from 1988, it came out of the purview of BIFR. With a view to revive the unit, BILT formulated a scheme of Rehabilitation with financial institutions and banks, under which waiver of substantial portion of interest dues, subject to BILT guaranteeing repayment of remaining dues was agreed to. All the restructured dues were paid as per agreed schedule.

The capacity was enhanced from 33,000 TPA to 49,500 TPA in 1993. The Company expanded its pulping capacity from 49,000 TPA to 1, 05,000 TPA August 1997 which is now fully commissioned.

NOTE:

Now the Thapar group has changed their name as AVANTHA group. The entire plant except chipper house and powerhouse is operated with Distributed control systems. There is also alarm system in DCS, which gives alarm whenever the process system crosses its limit.

The major customers are Grasim industries, National Rayon’s and other some small industries. However, Grasim Industry takes 70% of the product.
3.2.2 ENVIRONMENTAL AND SAFETY POLICY

Environment

Our mission is aimed at providing Total Energy Conservation Solutions for our mill by selection of appropriate technologies and best practices, which will be economical to industries and also environmental friendly.

Effluent treatment plant

We have a full-fledged effluent treatment plant to treat influent generated from process. Also we recycle treated effluent for process use.

Safety

APR has a Safety Department with safety officer, which maintains stringent safety standards and ensure that safety measures are being followed strictly. Safety committee – meets once in month to review /discuss the safety related issues. Safety Department organizes training programmes and various competitions at the occasion of 4th March national safety day for employee’s awareness on safety.

Health

APR has full pledged hospital in the colony with all the facilities First aid center is there in mill premises operating round the clock An Ambulance is also readily available to shift the patients in case of emergency.

Our company provides medical aid to nearby /surrounding village

3.2.3 VISION & MISSION

Vision: Our aspiration is to become a leading creator of Shareholder Value in the Paper Industry. To achieve this, we will use the ENERGY of our people, develop and implement leading edge technologies and draw on both to deliver effective world-class solutions to our customers.
Mission: To achieve this, we will ENERGISE our people, with a positive culture that rewards INNOVATION, breeds INITIATIVES and encourage INTELLIGENT risk taking. To consistently outperform expectations and deliver superior value to both our Customers and Stakeholders.

3.2.4 CORE VALUES

Honesty: To be principled, straight-forward and fair in all dealings.

Integrity: Maintaining the highest standards of professionalism.

Flexibility: Adapting ourselves to always stay a step ahead of change.

Respect for individual: Giving each person room to contribute and grow.

Respect for knowledge: To acquire and apply leading edge expertise in all aspects of our business.

Team performance: The team comes first; none of us is as good as all of us!

3.2.5 ABOUT UNIT KAMALAPURAM

Unit APR (Formerly Andhra Pradesh Rayon’s Limited/APR Limited) is an existing, profit making and dividend paying company belonging to the Thapar Group, engaged in manufacture of Rayon Grade pulp. The factory is located at Kamalapuram, Warangal district, Andhra Pradesh with the registered and corporate office at Secunderabad. Andhra Pradesh Rayon’s Limited was incorporated on 18th March 1975 as a Public Limited company and received the certificate of commencement of business on March 31, 1975. The Company’s name was changed to APR Limited from August 28, 1995. The company was promoted by Andhra Pradesh Industrial Development Corporation (APIDC). APIDC later associated with Ballarpur Industries Limited (BILT) of the Thapar Group as co-promoters of the of the project.
To start with, facilities for manufacture of 33,000 TPA of Rayon's Grade Wood Pulp were set up at Kamalapuram, Warangal District, and Andhra Pradesh. The unit started commercial production on September 01, 1981. M/s Ballarpur Industries Limited (BILT) of the Thapar group, took over the management of this company and gave assistance by way of financial help and obtaining supply of major inputs on liberal credit terms apart from absorbing large quantities of company's production of paper grade pulp. In the year 1987, the production was 100 TPD and in 1998 the entire machine system was controlled with Distributed control systems then the production was increased to 200 TPD. At present they are producing 270 TPD.

3.2.6 DEPARTMENTS EXISTING

Introduction:

The entire BILT Unit Kamalapuram is divided into 3 major departments. They are:

- Process Dept.
- Engineering & Services Dept.
- Personnel & Administration Dept.

These three major depts. are again sub-divided into different individuals. They are:

1) Process department:
   a. Chipper House
   b. Pulp Mill
   c. Chlorine Dioxide Plant
   d. Sheeting Dept
e. Soda Recovery

f. Lab & Quality Control

2) Engineering & Service Dept

a. Mechanical

b. Electrical

c. Civil

d. Instrumentation

e. Power House

3) Personnel & Administration Dept

a. Personnel Dept

   i. Security

   ii. Canteen

   iii. Dispensary

   iv. Time Office

   v. Estate

   vi. Transport

b. Accounts Dept

c. Audit Dept
d. Safety Dept:
   i. Safety & House Keeping of Factory
   ii. Safety & house Keeping of Estate
   iii. Wood Yard & Commercial Dept

3.2.7 HUMAN RESOURCE DEVELOPMENT

The year under review witnessed renewed thrust in developing new HR policies and processes, necessitated by the need to make the Company a high performing organization. The Company in an endeavour to adopt best practices being followed globally has introduced the concept of Economic Value Added (EVA) as an index of performance throughout the Company.

3.2.8 COMMERCIAL DEPARTMENT

It is raised to review the stores organization and an invento rManagement organization in BILT-unit, Kamalapuram this enables to draw meaningful interences about the flow of information & organization of inventory functions of BILT-unit Kamalapuram apart from providing a back ground for the study. In BILT-unit, Kamalapuram commercial department consisting of various functional sections & is instrumental for inventory management & its control thereof.

3.2.8.1 OBJECTIVES OF COMMERCIAL DEPARTMENTS

1. Identification of sources both existing & alternative of material.
2. Proper planning of sources both existing & alternative of material.
3. Procurement of material at optimum prices.
4. Storage of material at optimum levels of conditions.
3.2.8.2 FUNCTIONS OF COMMERCIAL DEPARTMENT

1. Purchase planning, budgeting & control.


3. Inventory Management & control.

4. Scrap Management.

3.2.9 MARKETING/SELLING ARRANGEMENTS

The company sells its product directly to the consumer industries as there are only few in number 35% of the company’s existing production is committed under long term supply arrangements with consumer industries while the balance is supplied against specific orders.

3.2.9.1 CUSTOMERS


2. National Rayon’s.

3. Baroda Rayon’s.

4. Baruch Rayon’s.

5. BILT

6. Pudumji Group of Companies.

3.2.9.2 BRANDS

• BILT Royal Art papers C1S

• BILT Royal Art papers C1S(G)

• BILT Royal Art papers C2S
• BILT Royal Art Board C2S

• Rising Sun Coated art Board

• Sunshine Coated Art Board

• Sunlit Coated Art Board

• BILT Royal Art Paper Light Weight Coated

• SBS Board

• Sunshine Super Printing

• TA Maplitho NSD Premium

• BILT Magna Print

• BILT Wisdom Print

• BILT Classic

• Sunshine Reprographic Printing

• Sunshine Envelop Printing

• Lucky Printing

• Sunshine Account Book Paper

• Sunshine Maplitho

• Easy Printing

• TA Maplitho copier Grade

• Sunlit offset Printing
• TA Cream Wove
• TA Book Printing
• TA Maplitho Tinted
  • TA Maplitho NSS
• BILT Royal Executive Bond
• Sunlit Bond
• Super Lucky Cross
• BILT Copy Power
• BILT Image Copier
• BILT Matrix Premium Multi-purpose paper
• Sunshine super Cartridge
• Sunlit Cartridge
• Super Lucky Ivory Board
• Executive Brief Card
• TA White Poster
• TD Poster 4% Loaded
• Acid Free Poster
• AR Grade Poster
3.2.9.3 TURNOVER & PROFITS

BILT record a turnover of Rs. 2115.83 crores during the financial year 2002-2003 as against Rs. 1537.87 crores in the preference shares & 20% on the enhance equity share capital for the year ended 30th June 2003.

During the year the company had paid interim dividend as the 10.5%, 12%, 13% & 14.25% redeemable non-convertible cumulative preference shares of Rs. 100/- each respectively, in terms of the issue of the preference shares.

3.2.9.4 ISSUES OF SHARES

During the year under review BILT has allotted 5,69,87,373 equity shares on account of the rights issue & 1,26,49,218 equity shares pursuant to the schemes of arrangement & amalgamation with BILT graphic papers Ltd.

3.2.10 QUALITY CONTROL & RESEARCH DEVELOPMENT

Functions of Quality Control:

1. Analysis of samples of various stages of every one hour will be done.

2. Wood samples will undergo to moisture test & bulk density test.

3. The chips from chipper house will be measured for size analysis & its optimum size is 25mm.

4. Majority in equity control the following features are measured. (On Line Quality Analysis).

   a. Viscosity

   b. Whiteness

   c. Ash-analysis

   d. Reactivity
e. Rayon Analysis

f. All raw Materials

g. Chemical

h. Wood

i. Coal

j. Water

3.2.11 RESEARCH & DEVELOPMENT

Its objectives are as follows:

1. To minimize the cost at every stage of production.

2. To introduce new raw material if any.

3. To introduce new chemicals in the process for better quality of production.

3.2.12 MAN POWER

In BILT unit Kamalapuram the total man power is divided in four categories. They are permanent contract workers management & clerical staff. Their strength is:

- Permanent Workers: 1060
- Contract Workers: 1749
- Management Staff: 182
- Clerical Staff: 57
3.2.12.1 CATEGORISED AMONG WORKERS

- US: Unskilled Workers
- SS: Semi Skilled Workers
- SK-II: Skilled WORKERS-II Grade
- SK-I: Skilled Workers-I Grade
- HS: Highly Skilled Workers
- SG: Special Skilled Workers

Unskilled workers are considered to be possessing least skills in his work & special grade worker(S.G) is assumed to be performing best skill in his work depicted in the above chain of skilled workers with a continuous growth in skills from unskilled(US) workers to special grade workers.

BILT- unit Kamalapuram is in a continuous process industry and as per the requirement; it operates 24 hours a day both the workmen & clerical staff will do their functions in shift wise. The various shift timing is as follows.

Any requirement of continuous work in the general shift without lunch break. The employee is permitted to leave at 16.00 hrs instead of 11.00 hrs. Both the time office & shift in charges will records the attendance for workman, clerical & management staff will sign in the attendance register.
Table 3.1: Shift wise Timings

<table>
<thead>
<tr>
<th>SHIFT WISE</th>
<th>CODE</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Shift</td>
<td>G</td>
<td>08.00hrs to 12.00 hrs &amp; 13.00 hrs to 17.00 hrs</td>
</tr>
<tr>
<td>A Shift</td>
<td>A</td>
<td>06.00 hrs to 14.00 hrs</td>
</tr>
<tr>
<td>B Shift</td>
<td>B</td>
<td>14.00 hrs to 22.00 hrs</td>
</tr>
<tr>
<td>C Shift</td>
<td>C</td>
<td>22.00 hrs to 06.00 hrs</td>
</tr>
</tbody>
</table>

If any requirement of work & it is very need the company will give over time (OT) work for workman, clerical staff, needed management staff and will pay double amount i.e. two days for OT work.

Management staff has classified as level - 1 to level - 9

Table 3.2: The Levels are as classified as follows:

<table>
<thead>
<tr>
<th>Level</th>
<th>Title</th>
<th>Classification</th>
</tr>
</thead>
<tbody>
<tr>
<td>L-1</td>
<td>Officer Trainee</td>
<td>Trainee</td>
</tr>
<tr>
<td>L-2</td>
<td>Executive Trainee</td>
<td>Trainee</td>
</tr>
<tr>
<td>L-3</td>
<td>Asst.Manager Middle Management</td>
<td>Middle Management</td>
</tr>
<tr>
<td>L-4</td>
<td>Manager</td>
<td>Middle Management</td>
</tr>
<tr>
<td>L-5</td>
<td>Senior Manager Top-Management</td>
<td>Top-Management</td>
</tr>
<tr>
<td>L-6</td>
<td>Deputy General Manager Top-Management</td>
<td>Top-Management</td>
</tr>
<tr>
<td>L-7</td>
<td>General Manager Top-Management</td>
<td>Top-Management</td>
</tr>
<tr>
<td>L-8</td>
<td>Chief General Manager Top-Management</td>
<td>Top-Management</td>
</tr>
<tr>
<td>L-9</td>
<td>Deputy Vice-President Top-Management</td>
<td>Top-Management</td>
</tr>
</tbody>
</table>
3.2.13 HUMAN RESOURCE PLANNING

BILT unit Kamalapuram PDC will plan to increase the standards & performance of work men, clerical stay and management staff as how it is increasing and how to be maintainable the resource effectively and implements that plans effectively.

3.2.13.1 HUMAN RESOURCES

Human resources are one of the most vital assets of an organization, it is the people who make other resources moving; they perform various activities in different functional areas like production, marketing, finance etc. The significance of human resources in a modern organization can be seen in the context of activation of non-human resources, means for developing competitive advantage, and source of creative energy.

In a general way human resources are people and their characteristics at work either at the national level or organizational level. JUCIUS has called these resources as “HUMAN FACTORS” which refer to “a whole consisting of interrelated, interdependent, and interacting physiological, psychological, sociological and ethical components”. SUMANTRA GHOSAL, professor of strategic leadership and considered as management GURU, has termed human resources as human capital consisting of three types of capital intellectual, social, and emotional capitals. Intellectual capital consists of specialized knowledge, tacit knowledge, and skills, cognitive complexity, and learning capacity; social capital consists of net work of relationship, sociability, and trust worthiness; and emotional capital consists of self-confidence, ambition, and courage, risk-taking ability and resilience.

Since an organization performs a number of functions to achieve its objectives, it requires human resources of different types which may be categorized on the basis of functional areas like production, marketing, finance, etc or organizational hierarchy or the levels at which these resources are put. Thus, human resources s across the functional areas may be arranged into top, middle, supervisory and operative’s management.
3.3 CONCLUSION

From the above discussion on industry profile and company profile we can conclude this part by identifying key training practices followed by AP Rayon Limited management for the development of skills, knowledge, abilities of employees, workers in the organization which results to higher productivity with less cost. Here researcher presented in detailed description about paper industry and its importance in India, various factories available to manufacture pulp, paper and he also extended his study towards his research area too.