Chapter - 3

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3.1 -Industrial Haryana - A Profile

3.1.1-Introduction

Haryana is a state in northern India. It is bordered by Punjab and Himachal Pradesh to the north, and by Rajasthan to the west and south. Eastern border to Uttarakhand & Uttar Pradesh is defined by river Yamuna. Haryana also surrounds Delhi on three sides, forming the northern, western and southern borders of Delhi. Consequently, a large area of Haryana is included in the National Capital Region. The capital of the state is Chandigarh which is administered as a union territory and is also the capital of Punjab. The name Haryana means "The Abode of God" from Sanskrit Hari (the Hindu God Vishnu) and ayana (home), although it may also refer to the lush green landscape of the state (from Sanskrit harit meaning green).

Haryana was the cradle of the Indus Valley and Vedic Civilizations, both flourishing on the banks of the now lost Saraswati river. Several decisive battles were fought in the area, which shaped much of the history of India. These include the epic battle of Mahabharata at Kurukshetra (including the recital of the Bhagavad Gita by Krishna), and the three battles of Panipat. Haryana was administered as part of the Punjab province during the British Raj, and was carved out on linguistic lines as India’s 17th state in 1966. Haryana is now a leading contributor to the country’s production of foodgrain and milk. Haryana contributed heavily to the Green Revolution that made India self-sufficient in food production in the 1960s. This Green Place, was carved out of Punjab after India became independent. It is a land of fat, flat, fields & villages where the patriarch is still a venerated figure & politics generally pivot around rural and village-community loyalties.
The state of Haryana has played a very important role in the history of India since ancient times. In the times of British India, Haryana was administered as a part of the Punjab province and played a vital role in the politics of the region.

**Vedic period**

Many settlements dating back to the Indus Valley Civilization have been found along river Saraswati bed, at Naurangabad and Mittathal in Bhiwani District, Kunal, in Fatehabad District, Agroha and Rakhigarhi in Hisar District, Rukhi in Rohtak District and Banawali in Sirsa District. The ancient Vedic civilization also flourished on the banks of the Saraswati, and the hymns of Rigveda were composed here.

In some ancient Hindu texts, the boundaries of Kurukshetra correspond roughly to the state of Haryana. Thus according to the Taittiriya Aranyaka 5.1.1., the Kurukshetra region is south of Turghna (Srughna/Sugh in Sirhind, Punjab), north of Khandava (Delhi and Mewat region), east of Maru (desert) and west of Parin.

Mahabharata, the great epic of India mentions Haryana as *Bahudhanyaka*, 'land of plentiful grains' and *Bahudhana*, 'land of immense riches'. Several places mentioned in Mahabharata correspond to modern day cities in Haryana: Prithudaka (Pehowa), Tilprastha (Tilput), Panprastha (Panipat) and Sonprastha (Sonipat). Gurgaon refers to the village of the Guru Dronacharya. The great battle between the Kauravas and the Pandavas took place near the city of Kurukshetra. Krishna preached the Bhagvad Gita to the reluctant Arjuna there. For eighteen days, armies from all over India battled on the plains of Kurukshetra to decide who would sit on the throne of Hastinapur.
Emperor Janamejaya's younger brother, Prince Kakshasena established a separate independent kingdom at Indraprastha, which later rose to become a dominant force in its own right.

Emperor Janamejaya's youngest brother Raja Nakay Rao, a Tomar Rajput established a kingdom at Kalanaur in Northern India. Modern day political boundaries today locate Kalanaur City in the district of Rohtak in Haryana, India. Centuries later in early 7th Century, Jiral Dynasty arose taking the name Jiral from Raja Jai Rao, a Tomar Rajput direct descendant of Emperor Janamejaya and the Pandavas of the Mahabharata. Jirals ruled a big part of Northern India from 7th to 11th Century. Jiral Raja participated in both the Battles of Thanesar (Tarrain) 1191 and 1192 being related to Prithviraj Chauhan through his wife, daughter of King Anangpal of Dehli.

Maharaja Agrasen is said to have established a flourishing city of merchants at Agroha near modern Hisar. Legend has it that anyone wishing to settle in the city was given a brick and a rupee by each of the city's lakhs residents. Thus, they would have enough bricks to build a house and enough money to start a business of their own.

Medieval period

After ousting the Huns, king Harshavardhana established his capital at Thanesar near Kurukshetra in the 7th century AD. After his death, the kingdom of his clansmen, the Pratiharas continued to rule over a vast region for quite a while from Harsha's adopted capital of Kannauj. The region remained strategically important for the rulers of North India even though Thanesar was no more as central as Kannauj. Prithviraj Chauhan established forts at Tarori and Hansi in the 12th century. Muhammad Ghori conquered this area in the Second Battle of Tarrain. Following his death, the Delhi Sultanate was established that ruled much of India for several centuries. The earliest reference to 'Hariana' occurs in a Sanskrit inscription dated 1328 AD
kept in Delhi Museum, which refers to this region as *The heaven on earth*, indicating that it was fertile and relatively peaceful at that time. Firoz Shah Tughlaq established a fort at Hisar in 1354 to further fortify the region, and also constructed canals or *rajwahas* as they were referred to in the Indo-Persian historical texts.

The three famous battles of Panipat took place near the modern town of Panipat. The first battle took place in 1526, where Babur, the ruler of Kabul defeated Ibrahim Lodi of the Delhi Sultanate, through the use of field artillery. In the second battle of Panipat (November 5, 1556), Akbar’s forces defeated the Hindu king Hem Chandra Vikramaditya also called Hemu, who belonged to Rewari in Haryana and who had won 22 battles during 1553-1556 before acceding to Delhi throne. The Third Battle of Panipat was fought in 1761 between the Afghan warlord Ahmad Shah Abdali and the Marathas under Sadashivrao Bhau of Pune. Ahmad Shah won decisively, on January 13, 1761.

**British Raj**

During the British Raj, most of Haryana formed a part of the Punjab province. Some parts were ruled by the princely states of Loharu, Nabha, Jind and Patiala. During the Indian rebellion of 1857, several leaders from this region, including Rao Tula Ram, participated actively. A lot of battles were fought by not only the Kings of territories but by the farmers also. British army was defeated at a lot of places. Some most important fights were from Sonipat, Rohtak, Sirsa and Hisar. In Sirsa the famous battle of Chormar was fought. Later, leaders like Sir Chhotu Ram played an important role in the politics of the Punjab province. Rao Tula Ram was one of the important leaders of the 1857 revolt.
Haryana state was formed on 1 November, 1966, on the recommendation of the Sardar Hukam Singh Parliamentary Committee. The formation of this committee was announced in the Parliament on 23 September 1965. On 23 April, 1966, acting on the recommendation of the Hukam Singh Committee, the Indian government set up the Shah Commission under the chairmanship of Justice J. C. Shah, to divide and set up the boundaries of Punjab and Haryana giving consideration to the language spoken by the people. The commission gave its report on 31 May, 1966. According to this report the ten districts of Hissar, Mahendragarh, Gurgaon, Rohtak, and Karnal were to be a part of the new state of Haryana. Further, the Tehsils of Jind (district Sangrur), Narwana (district Sangrur), Naraingarh, Ambala and Jagadhari were also to be included. The commission recommended that Tehsil Kharar (including Chandigarh) should be a part of Haryana.

The city of Chandigarh and a Punjabi speaking area of district Rupnagar were made a union territory serving as the capital of both Punjab and Haryana. According to the Rajiv-Longowal Accord, Chandigarh was to be transferred to the state of Punjab in 1986, but the transfer was delayed and it has not been executed so far. Also, at the same time, a Jangan-na was done in Abohar and Fazilka subdivisions of Firozpur District of Punjab so that any Hindi speaking areas from these sub-divisions could be transferred to Haryana.
Haryana is a small state in north India. It has a total of 81 cities and towns. It has 6,759 villages. For administrative purpose the state is divided into four divisions - Ambala, Rohtak, Gurgaon and Hissar. There are 19 districts, 47 sub-divisions, 67 tehsils, 45 sub-tehsils and 116 blocks. Haryana is situated in the north between 27 deg 37' to 30 deg 35' latitude and between 74 deg 28' to 77 deg 36' longitude.

1. Shivalik Hills: altitude varying between 900 to 2300 meters. These hills are the source of the rivers like Saraswati, Ghaggar, Tangri and Markanda. Parts of Panchkula, Ambala and Yamunanagar districts.

2. Ghaggar Yamuna Plain: Divided in two parts - the higher one is called 'Bangar' and the lower 'Khadar'. This alluvium plain is made up of sand, clay, silt and hard calcareous balls like gravel known locally as kankar.

3. Semi-desert sandy plain: This area includes the districts of Sirsa and parts of Hissar, Mahendergarh, Fatehbad, Bhiwani and shares border with Rajasthan.

4. Aravali hills: This is a dry irregular hilly area.

Climate of Haryana is similar to other states of India lying in the northern plains. It is very hot in summer (up to a high of 50 deg Celsius) and cold in winters (down to a low of 1 deg Celsius). The hottest months are May and June and the coldest being December and January. Rainfall is varied, with Shivalik Hills region being the wettest and the Aravali Hills region being the driest. About 80% of the rainfall occurs in the monsoon season (July-September) and some times causes local flooding.
Haryana is a trend setter in the field of passenger transport. It has a total road length of 23684 kilometers. The remotest parts of the state are linked with metal roads. Its modern bus fleet of 3,864 buses covers a distance of 1.15 million Kilometers per day. It was the first State in the country to introduce luxury video coaches. Grand Trunk Road, commonly abbreviated to GT Road, is one of South Asia’s oldest and longest major roads. It passes through the districts of Sonipat, Panipat, Karnal, Kurukshetra and Ambala. The state government proposes to construct Express highways and free ways for speedier vehicular traffic. The 135.6-km long Kundli-Manesar-Palwal Expressway (KMP) will provide high-speed link to northern Haryana with its southern districts such as Sonepat, Jhajjar, Gurgaon and Faridabad. The work on the project has already started and is scheduled to be completed by July, 2009. Haryana is in close contact with the cosmopolitan world, being right next to Delhi. As a result, international and domestic airports, diplomatic and commercial complexes are located in close proximity to the state. Haryana and Delhi government has also constructed Delhi-Gurgaon Expressway which has the largest toll plaza in Asia and 3rd largest in the world.

Haryana State has always given high priority to the expansion of electricity infrastructure, as it is one of the most important inputs for the development of the State. Haryana was the first State in the country to achieve 100% rural electrification in 1970, first in the country to link all villages with all weather roads and first in the country to provide safe drinking water facilities throughout the state. Haryana is well connected on the railway network as well. The main railway routes passing through Haryana are: Amritsar - Delhi, Rewari - Ahmedabad, Bhiwani - Rohtak - Delhi, Ambala - Ferozepur, Delhi - Ferozepur, Kalka - Jodhpur, Kalka - Howrah, Amritsar - Howrah and Delhi - Shimla
**Haryana Roadways:** The total number of buses plied by Haryana Roadways is 3,411. There are a total of 82 Bus Stands and 20 Bus Depots. About 10,75,000 passengers travel by these buses everyday. Haryana was the first state in India to introduce luxury video coaches.

**Railway System:** Haryana is well connected on the rail network. Ambala, Panipat and Jakhal are important railway stations. There is a railway workshop at Jagadhari.

Under the National Capital Region (NCR) scheme there is already a proposal to provide rail corridor connecting towns around Delhi linking the major satellite towns like Faridabad, Gurgaon, Kundli, Bahadurgarh etc. Similarly, there is also a proposal to provide rapid mass transportation system between Delhi and these satellite towns.

### 3.1.6-Power and Information Technology

Haryana became the first State in the country to achieve 100 per cent rural electrification in 1970. Starting with 20,000 tube wells in 1966 there were 4.12 lakh tube wells in March 2006. The average power availability during 2005-06 was 621.79 lakh units a day. The numbers of consumers in 2005-06 were 40 lakh. The installed generation capacity as on 31 March 2006 was 4033 MW.

In view of the importance of Information Technology in the globalization process throughout the world, the State Government has formulated an IT Policy which provides several; incentives for IT and ITES/BPO Industry. Government has also recently announced a policy for Technology Parks, which gives considerable flexibility for setting up Technology Parks and IT Corridors. The objective of this policy is also to promote convergence of Information Technology with frontier technologies like Nano Technology, Bio Technology, Mobile
Computing and Robotics, etc. Further, Gurgaon has been developed as a preferred investment destination for both IT and ITES/BPO companies. Now, Gurgaon has become the home of the corporate world in India. The State Government is planning to set up Hi-Tech Habitat Centre in the Electronic City, Gurgaon for IT/ITES/BPO companies, which would provide world-class facilities. Besides Gurgaon, the state also intends to develop other areas in NCR region, such as those falling alongside Kundli-Manesar-Palwal Express Highway and Faridabad, as satellites of Gurgaon-Manesar Mega IT Hub. The software exports from Haryana during 2004-05 were Rs. 7,300 crores and during the last year, it has increased by 34 per cent as compared to previous year.

The State of Haryana is an aspiring leader in E-Governance as per the E Governance readiness index of the country. Haryana not only aspires to attain leadership position but also is going ahead with e-Governance initiatives by establishing State Wide Area Network (SWAN). The SWAN is being set up connecting the State Headquarters and District Headquarters and all Block HQ's to respective District HQ's. SWAN also envisages village connectivity through wireless. This shall enable transparency, efficiency and accountable governance that shall throw up opportunities and provide access to the citizens-centric services. E-Disha, a single point multi-service delivery system for providing citizen-centric services has been launched in 5 districts and is being launched in other districts of the State. The Local Area Networks (LAN) have been established at major buildings and a number of departments at State and District level. The Haryana State Data Centre has been established with the assistance of NIC with 1000 GB storage capacity. Under the Computer Training Programmes, more than 15000 government Employees have been trained.
Haryana's economy relies on manufacturing, retailing and information outsourcing. In 2006-07 Haryana received a foreign direct investment projects of over Rs 11,000 crore in the state and corporate sector and had had a fiscal deficit of 0.6 per cent in financial year 2006-07 Haryana also topped the list in terms of per capita investment in the fiscal year 2007 with an investment of Rs 1,86,045 crore. Haryana is also considered one of the most industrially states in India with many SEZs. New plans for Sezs are of Reliance Industries which has plans to set up amulti-product special economic zone in Haryana. At an investment of Rs 40,000 crore, the project will be India's largest SEZ spread over 25,000 acres. The state has a developed banking system with over 4500 bank branches. The two financial hubs of Haryana, Gurgaon and Faridabad lie on the south west of the state. Haryana

Haryana's per capita income in the year 2001-2002 was Rs 14,331 (at constant prices 1993-94 base years) and Rs 23,742 (at current prices). The net state domestic product for the year 2001-2002 was Rs 28,655 crore (at constant prices 1993-94 base year) and Rs 47,474 crore (at current prices). Exports from Haryana in the year 2001-2002 were Rs 7,050 crore.

In recent years Haryana has emerged as one of the three most progressive states of India with an impressive trail of achievements in the field of Agriculture, Business, Tourism, Information Technology, Automobile Industry and overall development. Though small in terms of geographical spread, Haryana shares a common border with Delhi on three sides, with easy access to raw materials and commercial activities. The international airport, diplomatic enclave and business centers are a few minutes away. With 1.4 percent of the total area and less than 02 percent of the country's population, Haryana is one of the
leading states in terms of per capita income. Haryana has provided electricity. Paved roads and safe drinking water to all its villages.

Haryana’s economy has a significant agrarian component. Its annual food grain production is about 13.90 million tones and Oilseeds 6.70 lakh tones. Haryana is one of the largest contributors to the food grains pool of the Central Government, Cotton, Sugarcane and oilseeds are the main commercial crops which have triggered the growth of a number of agro-based industries. It has approximately 1, 96,648 farm tractors. Haryana produces about 5, 22,000 quintals of certified seed.
3.2 Industry in Haryana at Micro Level

3.2.1-Introduction

Haryana, since its inception, on 1st November, 1966 has taken a big lead for social and economic advancement. The state stands out for its policies which have lead to the improvement in the quality of life for its residents through development of agriculture, industries, trade and creation of good social infrastructure. It is recognized as a state trying to orchestrate improvement in every parameter involved in guiding investment decision.

Haryana today has become synonymous with development. Impressive infrastructure facilities increased rapid industrial growth, production and development. Improvement in the quality of life in the rural and urban areas has been central to the development efforts of Haryana along with industrial development.

Haryana's achievements in the Industrial Sector have also been quite phenomenal during the last 33 years. The number of large and medium industries has gone up from 162 in 1966 to more than 1020 today with a capital investment of Rs. 200 billion. The State accounts for more than 75 percent of total number of passenger cars, 50 percent of tractors and 60 percent of motor cycles manufactured in the country. It also introduces more than 30 percent of refrigerators and 25 percent of bicycles and sanitary-wares manufactured in the country annually

Haryana has been a home to thousands of entrepreneurs who ushered in an area of investment and growth in the state. Today, it is a land of opportunities with a few equals in the country. From a mere
162 large and medium units in 1966 when Haryana came into existence as a separate state, the number has touched a figure of 1203 by December, 2002. Besides this there are about 80,000 functioning small-scale units in the state. Industry in Haryana is engaged in producing industrial and consumer goods worth more than Rs. 30,000 crore per annum. The industrial units have provided employment to more than 10 lakh people. Exports have increased from Rs.4.5 crore in 1967-68 to more than Rs. 8000 crore. Exports from Haryana have doubled in the last five years.

Haryana has been able to attract a number of multinational companies, foreign investors and NRIs. Since 1991,812 proposals of Foreign Direct Investment worth Rs. 5070 crore have been received. During last 3 years, the state has received proposals of more than Rs .2500 crore and 714 IEM/LOI with an investment of Rs.8000 crore has been implemented.

No doubt, it is the right time to invest in Haryana. Haryana is very advantageously located being close to Delhi, which offers a large market for semi-finished and finished goods. It has a well- developed infrastructure, very good roads and transport network.

Haryana has made impressive stride in all spheres of development. It has today become synonymous with development. Being an investor-friendly state, Haryana offers a rich reservoir of skill, motivated, relatively low cost manpower with impressive infrastructure and harmonious industrial relations. The state has embarked on a massive power sector reforms. Many policies have been made more transparent and responsive to the aspirations of the entrepreneurs.

The State has more than 1,100 big and medium industrial units with foreign technical/financial collaborations. To mention a few:
Maruti Udyog, Escorts, Hero Honda, Sony India, Whirlpool India, Bharti Telecom, Perfetti India, DCM Benetton, TDT Copper, Modi Alcatel, Carrier Aircon, ISGEC, Jindal Steel etc. Some major units in public sector are HMT Ltd., National Fertilizers Ltd., Indian Drugs and Pharmaceuticals Ltd., Bharat Electronics Ltd., IBPL etc. The latest addition to this group is the Rs. 60 billion Oil Refinery set up by Indian Oil Corporation in Panipat district.

About 74,500 SSI units are functioning in the State. 20 percent of the country’s total exports of scientific instruments, 60 percent of the country’s demand for ammunition boxes of defense forces, 60 percent of total needs of woolen blankets of Indian Army are met by SSI units of Haryana. SSI units of Haryana are manufacturer of largest number of electric mixers, food processors and gas stoves in the country. Haryana has a large industrial base having more than 1,271 large and medium and 80,000 Small Scale Units in the State. Haryana is the largest producer of passenger cars, tractors, motorcycles, bicycles, refrigerators, scientific instruments, etc. Haryana is the largest exporter of Basmati rice to the overseas market. Panipat handlooms and carpets are known all over the world besides its famous pachranga aachar (pickles).

In the last 8 years, 2244 Industrial Entrepreneur Memoranda (IEMs) have been filed with Govt. of India for setting up projects in Haryana which could catalyze an investment of Rs. 238.75 billion. Haryana ranks sixth in the country based on IEMs filed by entrepreneurs. A large number of units have been set up by NRIs from USA, UK, West Germany etc. Substantial number of projects has been set up with the equity participation of State Government Undertakings. The proximity of Haryana to International Airport, the four National Highways passing through the state and the modern infrastructure available at the industrial estates make Haryana attractive to entrepreneurs. One third of the state’s area forms part of
the National Capital Region and even the farthest point in Haryana is only seven hours drive from Delhi. With its rapidly increasing population, Delhi has become a major consumption center of industrial products coming from Haryana.

Since July 1991, 3439 Industrial Entrepreneur Memorandum (IEMs) were filed and out of these 1916 IEMs were implemented with Capital Investment of Rs 16,030 crore and generating employment for 3,21,959 persons. As a result of the new Industrial Policy, State has received about 30 proposals for setting up of SEZ's in the State which has envisaged an investment of Rs. 1.5 lakh crore in the industrial infrastructure. These projects on implementation would create several thousand crore investment in the industrial sector besides, generating huge employment. State is developing industrial model township at Faridabad, Rohtak and Jagadhari besides expansion of IMT Manesar in Gurgaon. Petrochemical Hub is coming up with investment of Rs. 30,000 crore at Panipat. Kundli-Manesar-Palwal Expressway is being developed with investment of Rs. 2000 crore. This will create a large number of economic hubs all along the expressway generating new investment opportunities in the industrial and service sector. The State is also fully exploring the potential of economic development by developing new industrial estates at Bahadurgarh, Rohtak as well as to expand industrial infrastructure in Sonipat, Kundli, Rai and Barhi. Many proposals for setting up new industrial estates at different locations particularly in Ambala, Saha, Yamuna Nagar, Barwala, Karnal, Rohtak and Kaithal are under consideration with the State Government.

There is a great demand from industries for allotment of industrial land in the industrial estates developed by the HSIDC and HUDA. During this period of the present Government, 25 new industrial units in the large and medium sectors and 1000 new small-scale industrial units with investment of Rs. 600 crore have been set up generating direct employment for more than 11,000 persons.
Besides, a large number of industrial units have undergone expansion and as a result of it fresh investment of more than Rs. 6000 crore has been created. Recently, Indian Oil Corporation has set up Paraxylene/PTA project at Panipat with an investment of about Rs. 4000 crore. Maruti Udyog Hero Honda and many other automobile ancillaries are undergoing expansion programme with investment of about Rs. 10,000 crore. At present, investment proposals of about Rs. 20,000 crore are under implementation in the Industrial Sector. Similarly, new investment in IT and Textile sector particularly the readymade garment is coming up in the State.

Haryana produces the largest number of tractors in the country. It is well known for its handloom products. Panipat has earned the reputation of being the "weaver's city" of India for its exquisite hand-tufted woolen carpets and colourfull handloom products. Haryana is a beneficiary of the multi-purpose project on Sutluj with Beas, where it shares benefit with Punjab and Rajasthan.

3.2.2-Manufacturing and Macro-economic trend

More than a thousand medium and large industries with a capital investment of Rs. 2000 billion or $ 40.4 billion have been established in the state in mainly Gurgaon, Panchkula, Faridabad and Bahadurgarh. As a result, Haryana’s share in national production is 50 percent of passenger cars, 50 percent of motorcycles, 30 percent of refrigerators, 25 percent of tractors, bicycles and sanitary wares, and 20 percent of the country’s export of scientific instruments. These include Hindustan National Glass, Maruti Udyog Limited, Escorts, Hero Honda, Alcatel, Sony, Whirlpool India, Bharti Telecom, Liberty Shoes and Hindustan Machine Tools. In addition there are more than 80,000 small-scale industrial units in the state which cumulatively bring in a substantial industrial income for the state and its people. Yamunanagar district has a paper mill BILT, Haryana has a large
production of cars, motorcycles, tractors, sanitary ware, glass container industry, gas stoves and scientific instruments.

The contribution of primary, secondary and tertiary sectors for the Gross State Domestic Product (GSDP) in 2007-08 is Rs. 21,265.92 crore, Rs. 30,919.95 crore and Rs.49,133.55 crore respectively Over 3 percent of the S&P CNX 500 conglomerates have corporate offices in Haryana.

3.2.3-Advantage Haryana

Haryana, bordering the National Capital from three sides, offers an excellent location to set up industry, equipped with incomparable infrastructure, One -third of Haryana falls under the National Capital Region. The state government agencies have developed alone 103 industrial estates in which 24,823 plots have been constructed. In order to attract more investment, a number of infrastructure related projects of international standard have been taken up.

Indira Gandhi International Airport is just ten minutes drive from Gurgaon, an emerging metropolis.

The state has impressive infrastructure facilities in relation to road and rail network, well-developed industrial estates, good banking facilities, reliable communication network, modern technical institutes, skilled manpower and developed commercial markets.

Haryana has an excellent law and order. Its people loving and hardworking. The industrial relations are extremely harmonious. It has rich reservoir of skilled manpower backed by Engineering/Technical institutes.
Haryana has no trade barrier, Octroi abolished. Only statutory inspections with permission.

Rich industrial base of 1203 large and medium industries and 75,000 SSI units. 819 project approvals of foreign collaboration as on 31st Dec. 2002.

Producer of largest number of passenger cars, motor cycles, tractors, bicycles, heavy engineering, sanitary wares, G.I. pipes, gas stoves, scientific Instruments etc. in the country.

3.2.4- Pace of Industrial Growth of the State

Four fifth's car in India, sixty percent of tractors and seventy percent of motorcycles manufactured in the country are manufactured in Haryana.

About twenty five percent of India's total production of sanitary wares is from Haryana. Twenty five percent bicycles in the country are manufactured in Haryana.

Largest number of electrical mixes and gas stoves in the country are manufactured here.

Besides this, twenty percent of the country's total export of scientific instruments, sixty percent of the demand for ammunition boxes of the country's defence forces and sixty percent of the total needs of woolen blankets of Indian Armed Forces are met by small scale industry of Haryana.
3.3 Characteristics of Selected Group And Selected Locations

3.3.1-Introduction

Haryana is a fast developing industrial state. Most of the products are produced in the industrial hubs of the state. The main large scale industrial towns are Gurgaon, Fribad, Yamunanagar and Hissar.

Because of its close proximity to Delhi and excellent infrastructure, Gurgaon has become one of the most important corporate and industrial hubs of India. The corporate office and manufacturing plant of India's largest car maker Maruti Udyog Limited (promoted by Suzuki Motors) is situated here, as are a large number other industries. The main manufacturing unit of Hero Honda is also situated in Gurgaon. Other areas in which Gurgaon is excelling are the Information Technology (IT) industry, Software development And Call Centers.

Gurgaon is considered the best city for setting up a software or BPO centre in India. This is according to a research on Offshore Competitiveness conducted by neoIT, an offshoring consultancy. Gurgaon, has seen emergence of an active information technology industry in the recent years. With organisations like IBM, Hewitt Associates, Dell, Convergys, United Healthcare and NIIT setting up back offices or contact centers in Gurgaon. Haryana now ranks 3rd among states in software exports from India. Establishment of Nano City a joint venture between the Haryana State Industrial and Infrastructure Development Corporation (HSIIDC) and Nano Works Developers Private Ltd, a company promoted by Sabeer Bhatia, the
much talked about creator of Hotmail will further boost the state position in this sector.

**Faridabad** is another big industrial part of Haryana. It is home to hundreds of large scale companies like Orient fans (C.K.Birla Group), JCB India Limited, Nirigemes, Agri Machinery Group (Escorts Limited), Yamaha Motor India Pvt. Ltd., Whirlpool, ABB, Goodyear Tyres, Knorr Bremse India Pvt. Ltd. There are thousands of medium and small scale units as well, like Amrit Enterprises, McAMA Industries. Panipat is a city of textiles and carpets. It is the biggest centre for cheap blankets and carpets in India and has a handloom weaving industry. The pickle "Pachranga International" is also well known. Panipat also has heavy industry, with a refinery of the Indian Oil Corporation, a National Thermal Power Corporation power plant and a National Fertilizers Limited plant.


**Hissar** is another industrial city of Haryana state. Hissar is famous for steel industry. Jindal Industrial Limited is a main steel industry of the India which is situated in haryana. The main products of the Jindal steel are pipes and coins. Other industrial units of Hissar are Aravali India Limited., Arcee Pipes Ltd., Janak Steel Pvt.Ltd., Vindhya pipes Ltd. Cotton Yarn is the other industrial face of Hissar city.
3.3.2-Characteristics of Selected Group

- They are the large groups and having different branches with different types of employees working under single roof.
- Diversity of product range from automobile to ship building to oil and natural gas, defence, aeronautics and nuclear power.
- There are separate Human Resource departments to look after the personnel and their families. HR department is responsible for various types of HR functions. HR policies are different from other industrial sector.
- Performance appraisal system which is used in heavy engineering is different from automobile and other industry of Haryana state. Most of the automobile and IT industry at Gurgoon and Fridabad is using almost same type of performance appraisal system. 360 degree performance appraisal is common in automobile and IT industry.
- As per the philosophy of these companies, Human Resources are the most important assets. These resources need to be utilised and developed to the best of their capability, skill and knowledge.
- Assessment procedures and systems are different from company to company, not as used in automobile and IT industry.
- Easy to do survey, as heavy engineering units are divided into two to three divisions and sub departments like personnel, security and legal etc.
3.3.3-Characteristics of Selected Locations

- Gurgaon has a close proximity to the national capital. It is a hub of different type of industries.
- Most of the industrial units at Gurgaon are related with automobile products, there are big units of heavy engineering.
- Easy to reach and access for the research work due to directly linked to all the main cities and close to Delhi.
- There is a vide scope of doing research work on performance appraisal systems, as performance appraisals are vary from industry to industry.
- Yamunanagar and Jagadhari is the hub of heavy engineering.
- The twin cities(Yamunanagar and Jagadhari) are well connected with rail and road, approximately 200 Kms from national capital Delhi and 110 Kms from state capital Chandigarh.
- Not much research has been done in this area because it is not close to some big city of country.
- Industries are still following the old system of performance appraisals for the management, supervisory staff and workers.
- Provision of different industrial units for the research work due to large number of heavy engineering units.