7.1 BHARAT HEAVY ELECTRICALS LIMITED (BHEL)

A Brief Introduction

In the post independence era when India was moving towards industrialization, the major thrust of the Government was in the core sector (Public). With this objective, Heavy Electrical (I) Limited was set up in BHOPAL in August, 1956 with a view to reach self-sufficiency in Industrial products and power equipments. This plant was set up under technical collaboration of M/s AEI, U.K.

Three more plants were subsequently set up at Tiruchy, Hyderabad and Haridwar with Soviet and Czechoslovakian assistance in May 1965 and Jan. 1967 respectively.

As there was a need for an integrated approach for the development of power equipment to be manufactured in India. Heavy Electricals Ltd. Bhopal was merged into BHEL 1974.
BHEL has now become the largest Engineering and Manufacturing Company employing about 52,000 employees. It's headquarter is located at Delhi and there are 14 manufacturing units.

**BHARAT HEAVY ELECTRICALS LIMITED JHANSI (UNIT)**

**A Brief Introduction**

By the end of 5th five years plan, it was envisaged by the planning commission that the demand for power transformer would rise in the coming years. Anticipating the country's requirement, BHEL decided to set up a new plant, which would manufacture power and other type of the transformers in addition to the capacity available at BHEL Bhopal. The Bhopal plant was engaged in manufacturing of transformers upto 50 KVA. 132 KV Class and other transformers like Instrument Transformers, Traction transformers for Railway etc.

This unit of Jhansi was established about 14 km from the city on the N.H. No. 26 on Jhansi-Lalitpur road. It is called second generation plant of BHEL and was set up in 1974 at an estimated cost of Rs. 16.22 crores inclusive of Rs. 2.1 crores for township. It's foundation was laid by Late Mrs. Indira Gandhi the then Prime Minister on 9th Jan 1974. The commercial production of the unit began in 1976-77 with an output of Rs. 53 lacs.

This plant of BHEL is equipped with the most modern manufacturing processing and testing facilities for the manufacture of power, special
transformer and Instrument transformers, Diesel shunting Locomotives and AC/DC Locomotives. The layout of the plant is such that it is well streamlined to enable smooth material flow from the raw material stages to finished goods. All the feeder bays have been laid perpendicular to main assembly bay and in each feeder bay raw material smoothly gets converted to sub-assemblies, which after inspection are sent to main assembly bay.

The raw material that is needed for manufacture, is used only after through material testing in the testing lab and with strict quality checks at various stages of productions. This unit of BHEL is basically engaged at various stages of transformers of various type and capacities. With the growing competition in the transformer section, in 1985-88 it undertook the re-powering of DESL. Subsequently it started manufacturing complete Diesel Electric Shunting Locomotives of various ranges. BHEL has progressed a step further in undertaking the production of A/C Locomotives for Indian Railways. And subsequently it is manufacturing AC/DC Locomotives also.

**BHEL Objectives**

A dynamic organization is one which keeps its aim high, adapts itself quickly to changing environments. So here we are in BHEL.

The objectives of the company have been redefined in the corporate plan for the 90's.
**Business Mission**

To maintain a leading position as supplier of quality equipment, and services in the fields of conversion, transmission, utilization and conservation of energy for application in the areas of electric power, transportation, oil & gas exploration and industries.

Utilize company's capabilities and resources to expand business into areas and other priority sector of the economy like Defence, Communication and Electronics.

**Growth:**

To ensure a steady growth by enhancing the competitive edge of BHEL in existing business, exploring new areas and international market as to fulfill national expectation from BHEL.

**Profitability:**

To provide a reasonable and adequate return on capital employed, primary through improvements in operational efficiency, capacity utilization and productivity and generate adequate internal resources to finance the company's growth.
Focus:

To built a high degree of customer confidence by providing increased value for - money through international standards of product quality performance and superior customer service.

People Orientation:

To enable each employee's to achieve his potential, improve his capabilities, perceive his role and responsibilities and participate and contribute to the growth and success of the company.

To invest in human resources and continuously and be alive to their needs.

Technology

To achieve technological excellence in operations by development of indigenous technologies and efficient absorption and adoption of imparted technologies to suit business and priorities and provide competitive advantage to the company.

Image

To fulfill the expectations of stock holders like Government as owner, employees, customers and the country at large have from BHEL.
BUSINESS AREAS

BHEL covers a wide area of Business. These areas are mentioned below.

Power:

Provide a gamut of equipment for Thermal Hydro and Nuclear Power Plants. Range includes products and systems for power generation, transmission and utilization.

Transmission:

BHEL is manufacturing transmission equipment for all voltage ratings including the 400 KV class transformers, switchgears, control and relay panel, insulators, capacitors and other substation equipments.

Industry:

Offers a comprehensive range of electrical, electronic and mechanical equipment for a host of industries like fertilizers, petrochemicals, refineries, paper, sugar, rubber, cement, coal, steel, aluminum and mining.

Transportation:

BHEL offers a variety of transportation equipments to meet the growing needs of the country. 65% of Indian Railways are equipped with BHEL manufactured traction equipment. Underground metro also runs on drives and control supplied by BHEL. BHEL has taken up the manufacturing
of Locomotives to provide a pollution free transportation. BHEL also offers a battery operated Passenger Van provided to Delhi Government.

**Oil and Gas:**

Equipment for oil and gas exploration and transportation is manufactured by BHEL. The range covers super deep drill rigs, mobile and desert rigs with matching drew works and hoisting equipment.

**Non-Conventional Energy:**

BHEL is playing a vital role in helping to harness the vast renewable source of solar, wind and biogas energy. BHEL has supplied several water heating systems, wind mills, biogas generators and photo voltaic system.

**Tel-Communication:**

BHEL has entered the field of telecom with electronics PABX system based on indigenous technology from C-DOT.

**Manufacturing Technology:**

BHEL has 14 manufacturing plants, which are spread, over different parts of the country having unique manufacturing and facilities, CNC machines, turbine blade shape system, system bener. 8000 ton hydraulic press heavy duty lathe milling machines and many more are available.
Research and Development:

A highly talented and experienced team of scientists from the backbone of BHEL Corporate R & D. A few accomplishments are:

Direct ignition of pulverized coal (DIPC)

Magnetic Hydro Dynamics.

Aerostatic Bearing.

After Sales Service:

BHEL has 8 organised service centers, which are geographically distributed, throughout the country. It also undertakes power plant renovation and rehabilitation jobs.

Exports:

The organization commitment to quality has earned a reorganization from over 45 countries; export order range from equipment to turn key projects to consultancy services.

Sections of BHEL Jhansi

BHEL has many departments, while production and Administrative department are separate.

BHEL Jhansi has two main production categories.

1. Transformer Section
2. Loco Section

1. Transformer Section

In the transformer plant there are ten Bays.

Bay0 These are fabrication shops established in 1978 and mainly,

1&2 Deals with fabrication work of transformers & locomotives.

Bay 3 It is spitted into two parts, half it the machine shop and the second half is for the Bus-Ducts.

Bus-ducts are used to transfer Electricity from the Generator to the transformers.

Bay 4 Here the winding work of the power transformers & Dry type transformers is carried out.

Bay 5 Basically it is core and punch section but in a part of it cast resin coil encapsulation plant is situated. The coils of dry type transformers and out steed cut and finally prepared.

Bay 6 It is also engaged in two processes one half is the traction winding section while the other half is for the traction transformer assembly.

Bay 7 In this bay, the dry type transformers are manufactured and various types of Insulations are prepared to be sued in the transformers,

Bay 8 This bay was established in the year 1974. It is one of the earliest bays to set-up. It is involved in the manufacturing of instruments
transformers like 132 KV and 220 KV Voltage/Current transformers. ESP transformers are also manufactured here.

Bay 9  This is one of the largest bay in the unit engaged in the assembly of power and rectifier transformers. The time taken for assembly ranges from 412 weeks.

2. **Loco Section**

The other section, Locomotives department is one of the most important department in factory. It deals with the manufacture and production of following types of Locomotives.

1. AC Locomotives.
2. AC/DC Locomotives.
3. Thyristor Type Locomotives.
4. Diesel Electric Locomotives shunting Locomotives (DESL)

The unique modern available in Jhansi unit are follow:

- CNC Cropping line machine
- Vapour Phase Drying system.
- Computer ICM 6040 and 6080 and IRISH 40/20 with graphic facilities.
- Bovie frame machining center.
- CNC Axle Turning lathe.
- Fascine and centering machine.
- Whell forcing press.
- CNC pipe bending machine.

**Human Resource Management in BHEL**

**1. Induction of Manpower:**

BHEL Jhansi at present, has 1974 manpower strength at various levels. In BHEL the levels are broadly categorised in 3 groups:

1. Executive Cadre

2. Supervisory Cadre &

3. Workmen Cadre.

The induction of workmen and supervisors is done at unit level whereas in executive cadre it is done at Corporate Level. Various broad designations covered in the above 3 categories are indicated below:

**A. Executive Cadre:**

(i) Engineer/Officer E1

(ii) Sr. Engineer/Sr. Officer E2

(iii) Dy. Manager E3
(iv) Manager E4
(v) Sr. Manager E5
(vi) Dy. G.M. E6
(vii) Sr. DGM E7
(viii) AGM E8
(ix) GM E8
(x) ED E9

B. Supervisory Cadre:
(i) Charge man S1
(ii) Asstt. Foreman S2
(iii) Foreman S3
(iv) General Foreman S4
(v) Executive F/Man S5
(vi) Sr. Exc. F/Man S6
(vii) Gen Exe. F/Man S7

C. Workmen Cadre:
(i) USW A01
(ii) SSW 102
<table>
<thead>
<tr>
<th>(iii)</th>
<th>Artisan Gr. IV</th>
<th>A03</th>
</tr>
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<tbody>
<tr>
<td>(iv)</td>
<td>Artisan Gr. III</td>
<td>A04</td>
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<tr>
<td>(v)</td>
<td>Artisan Gr. II</td>
<td>A05</td>
</tr>
<tr>
<td>(vi)</td>
<td>Artisan Gr. I</td>
<td>A06</td>
</tr>
<tr>
<td>(vii)</td>
<td>Technician</td>
<td>A07</td>
</tr>
<tr>
<td>(viii)</td>
<td>Sr. Tech.</td>
<td>A08</td>
</tr>
<tr>
<td>(ix)</td>
<td>Master Tech.</td>
<td>A09</td>
</tr>
<tr>
<td>(x)</td>
<td>General Tech.</td>
<td>A10</td>
</tr>
<tr>
<td>(xi)</td>
<td>Executive Tech.</td>
<td>A11</td>
</tr>
</tbody>
</table>

However, the induction level in each cadre are defined and is done only at the minimum level of the cadre. For example, induction in workman cadre is done at two levels i.e. at 101 for USW/SSW and at A03 for Artisans. Induction of Supervisory level is one at Charge man (S1) scale and induction of Executive level is done at Engineer level (E1). In case of workmen and Supervisors cadres the names are obtained from local Employment Exchanges or through Act Apprentices. The written tests and personal interviews are conducted and the selected candidates are issued the offer of appointment in the regular scale.
2. Training and Development:

BHEL, Jhansi emphasises on development of its employees on regular basis. The Human Resource Development department of the unit annually identifies the training needs of all the employees through line managers. The calendar of the implant programme is formulated based on the above needs and programmes on various topics are conducted in the financial year so as to meet the training requirement. If specific skill is required to be imparted to certain group of people, who cannot be organised within the unit, these employees are nominated to out side institutes within the country or abroad.

In Addition to above, the training is imparted to Apprentices (Trade Apprentices and Technician Apprentices), Company Trainees (Supervisory Trainees and Engineering Trainees) and vocational trainees from various institutes in the field such as Engineering, MBA graduates, MCA graduates etc.

Performance Evaluation:

BHEL Jhansi has well established Performance Evaluation System for various categories in terms of Annual Confidential Report (ACR). The various parameters of performance evaluation system are laid down in the ACR Forms with the marking systems. The total 100 marks are allotted for performance evaluation. Based on the marks, the grading of the individual performance is done in the following broad categories:
• Outstanding

• Very Good

• Fair

• Poor
7.2 INDIAN FARMERS FERTILIZER COOPERATIVE LTD.

(IFFCO)

INTRODUCTION

Indian Farmers Fertiliser Cooperative Ltd. was set up on Nov 3, 1967 as a modest venture with an authorised capital of Rs. 200 crores. It has over the years, emerged as the singular successful enterprise with its total investment standing at Rs. 1150 crores. As a cooperative institution it has grown as a biggest society in the whole of Asia and as an industrial enterprise it ranks number one in the fertilizer industry in the country.

IFFCO is federation of over 30,444 societies most of them being village cooperative's spread every 18 States and 3 Union Territories.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Place</th>
<th>Annual Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kalol</td>
<td>North Gujrat</td>
<td>5.445 lakhs tonnes Urea</td>
</tr>
<tr>
<td>Kandia</td>
<td>North Gujrat</td>
<td>5.197 lakhs tonnes NPK/DAP</td>
</tr>
<tr>
<td>Phulpur</td>
<td>Uttar Pradesh</td>
<td>Ist unit 4.95 lakhs tonnes Urea.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>IInd unit 7.26 lakhs tonnes Urea.</td>
</tr>
<tr>
<td>Aonla</td>
<td>Uttar Pradesh</td>
<td>14.52 laksh tonnes Urea</td>
</tr>
</tbody>
</table>

The success of IFFCO has set up a pace for organizing another Cooperative organisation on same pattern. In 1980 IFFCO has promoted the Krishak Bharti Cooperative Limited 'KRIBHCO' with an authorised capital
of Rs. 500 crores, with a contribution of 100 crores towards equity of this new venture KRIBHCO has installed a fertiliser complex at Hazira near Surat in Gujrat with its annual production 14.52 lakhs tonnes Urea. IFFCO along with SPIC and Government of India participated in joint venture project, executed by Industries Chemique De Senegal 'ICS' in Senegal-west Africa, for production of phosphates acid and solid phosphatic fertilizer.

The market is very competitive and IFFCO has to face stiff competition from 'Shaktiman' and 'Sardar' in the north, Hindustan Fertiliser in the east, 'Sardar' and 'Narmada' in the west and Nagarjun fertiliser in the south.

In addition to fertilisers, IFFCO is selling few industrial products also.

**Vision-2005**

The society has formed formality another five year plan titled vision '2005' for further growth and development and further enhancing the production by setting up new grass root plants unit venture out side India. Diverse fiction scheme will also focus an strength earning cooperative system infrastructure.

**ABOUT PHULPUR UNIT**

Started Production, 28 Mar. 1981 the fertiliser complex located 34 km. away from Allahabad at Phulpur on the Allahabad Jaunpur road.
It is the biggest plant in the world using Naptha as the feed stock.

IFFCO, Phulpur comprises some specific section which directly indirectly contribute in mass production:

1. Production Department.
2. Technical Department (Training Section)
3. R& D Section
4. Fire and Safety
6. Administrative Block.
7. Transport Section.

**Quality Policy**

IFFCO Phulpur is committed to achieve satisfaction of its Cooperative societies, farming community and internal/external customers by manufacturing and supplying specified quality urea through:

- Development of human resources.
- Co-operation and team spirit.
- Improving technology for enhancing/maintaining productivity and growth.
• Creating safe, healthy working conditions and eco-friendly environment.

Safety Health and Environmental Policy

IFFCO accept its duty to exercise case for the health and safety both for employees & other who may be affected by operation and also for protection of environmental. This duty affect every aspect of the business and it's performance has an importance equal to any other activity.

Through management committee all members of the management have responsibility for the safety. They are required to use their best endeavours to protect the health and safety of themselves and others.

Health, safety and environment control at IFFCO starts with planning and continues through design, purchase, stores, fabrication, construction, installation, operation and maintenance. They are integral part of each and every job of operations carried out by anyone directly attached to IFFCO.

In all business decision due care shall be paid to minimise both consumption of resources and generation of waste.

All practical steps shall be taken to access risk and safety status periodically for awareness amongst all employees and the public at large by using expert knowledge of trained and educated personnel.
Safety health and environmental control are direct responsibilities of all level of management and employees and they are considered collectively as one of the member for their carried development. These responsibilities must be accepted by each one, who conduct the affairs of IFFCO, no matter is what capacity he may function.

A resume of health and safety performance shall also find way to remain in record in the annual report of the society and information of all concern. Each of these standards cover specific field like paper, plastics, chemicals automobiles, management systems etc. Five standards numbered ISO 9000 to 9004 deal with Quality Management Systems. That is, the type of management system required in a company to ensure uniform quality of their products and ensure safe and proper working methods while making the product. Out of these standards ISO 9002 lays down the details of the quality management system as applicable to our Unit. It covers all activities ranging from purchase, inspection, testing, processing, packing storage and dispatch.

**ISO 9002 System**

Under ISO 9002 system all the activities related to quality are to be clearly written down as documents and the readings and results recorded in approved formats. What so ever is written should be strictly followed, and whatever is the actual practice should be clearly written down.
ISO 9002 Certificate:

When a company is satisfied fully that they are following their written procedures & instructions, they apply to an independent certification body. This body carries out quality audits to verify that procedures are fully followed and then an ISO 9002 Certificate is issued by them. After issue also, they will visit every six months to verify that everything is as per system in order to satisfy ourselves that we are always systematic, we have to carry out internal quality audits frequently by our own personnel. The ISO 9002 Certificate, once issued, is valid for 3 years and may be renewed for further periods thereafter.

Training Process

1. Recruitment and Selection (Regular/Adhoc)

2. Promotions

3. Transfers

4. Training/Retraining Report

5. Annual Confidential Report

6. Disciplinary action cases

7. Any other work.
TRAINING AT IFFCO

(A step towards individual development) and better job satisfaction.

IFFCO has banked heavily on training programmes for developing better skills and positive attitude in its employees and also in the cooperative personnel.

Every IFFCO employee is imparted training on his joining the organisation. The induction training includes appraisal along with some topics on management and communication. If required, hand on experience is also provided so that the employer can undertake the job responsibilities effectively.

Areas of training can be classified into the following categories

1. Training in company's policies and procedures (induction training)

2. Training in particular skill (Professional/functional).

3. Training Human relations.

4. Training problem solving.

5. Managerial and Supervisory training.

6. Training to consumers/member cooperative staff/office bearer.
Specialised Training:

- Management Oriented Training.
- Fertilizer Marketing Development Institute (FMDI).
- Cooperative Rural Development Trust.
- Apprenticeship Training.

PERFORMANCE APPRAISAL AT IFFCO

Management has produced different performance appraisal forms for different categories to analyse the strength and weakness of their employees. This P.A. System is strictly Confidential for work force 'Non technical & Technical (Junior/Senior) and middle level (inflectional) i.e. below to F level P.A. system for above 'F-E-D-E-B grades are separate.

Functions of Administration Department

1. State
2. Horticulture.

Function of Personnel Department:

Power of the Functional Department:

1. Recruitment & Selection Department:
This Department has kept all power related to recruitment and selection. But main approving authority is the General Manager of this company. In this department personnel file related work is done.

2. **Establishment Department:**

   This department has kept all records of employees from appointment to retirement. We can that R & S department is a part of establishment department.

3. **Industrial Relation Department:**

   This department has kept all powers of concerning the following area.

   Such as-

   - Wage related problem.
   - Any type of negotiation
   - Grievance related problem.
   - Disciplinary action.
   - And last to deal court cases (any type related to factory/company).

**State Department:**

This department has kept all powers related to property of company, township and land.
Guest House Department:

The responsibility of this department is to manage all the function related to festivals, National Day and to welcome a guest in factory or senior officer of the company.

Welfare:

The need for adoption of welfare measures as a means to increase the workers productivity efficiency, to keep up their morale, and for the maintenance of industrial peace has been realised by all section of society.

But there are two type of requirements of welfare. These are as follows.

1. Statutory requirement.

2. Obligatory requirement.

Other Facilities:

1. IFFCO provided free transport facility to his employee.

2. A tuition fees is given to the employees for their children.

3. A reward of Rs. 750 for 3 children and a Rs. 1000 for 2 children is given to the employee at a time of family planning and a seven days leaves is also given.

4. House building loan is provided to the employee whenever they needed. Under this condition employee is entitled for loan after
discharge of the service of 3 years and the maximum limit of loan is 5 lakhs.
7.3 INDIAN TELEPHONE INDUSTRIES (ITI), NAINI

The Naini unit ITI is one of the 5 units having its corporate office at Bangalore. This unit started functioning in 1971 with objectives to provide telecommunication equipment's required by the country. It started with workforce of 455 during 1971-72 which reached upto 4408 during 1998-99.

INTRODUCTION

The Naini unit of Indian Telephone Industries is one of its six units and is located about 16 kms from the holy city of Allahabad on Allahabad-Mirzapur Highway. Since its inception in 1971, the unit has been marching ahead with a stead growth and has achieved the twin objectives of producing the vital telecommunication equipment required by the country and the socio-economic development of the region.

ITI Naini is the lead unit which manufactures the complete range of multiplex equipments for rural, inter-city and intra-city communication needs of the national telecommunication net work. It has put great thrust on rural telecommunication equipment by developing and producing indigenous products like 3-Channel SAX, Single channel VHF and expedious indigenisation of Multi Access Rural Radio System (MARR) which was taken up under collaboration with M/S Kokusai of Japan. Simultaneously, the unit has entered the area of optical fibre communication equipment to keep pace with the advance in technology and meet the future needs of the
country. The unit also manufactures subscriber telephone instruments for use by DOT.

As the production of modern telecommunication equipment is highly technology intensive, the unit is backed by most modern Research & Development Division. The unit has not only raised the production level but has also improved its profitability by improving productivity, efficiency and by reducing wastages. While maintaining quality level, the cost of equipment has been reduced due to ceaseless efforts to improve design and manufacturing process.

It manufactures complete range of multiple equipments like Three Channel Sax, Multi Access Rural Radio System, Fibre Optic Equipments and Subscriber Telephone Instruments used by DOT.

Some of the collaborators of ITI are as under-

<table>
<thead>
<tr>
<th>Company</th>
<th>Country</th>
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<tbody>
<tr>
<td>ALCATEL</td>
<td>France</td>
</tr>
<tr>
<td>DESC COMMUNICATION</td>
<td>Denmark</td>
</tr>
<tr>
<td>NEC</td>
<td>Japan</td>
</tr>
<tr>
<td>BOSCH TELECOM</td>
<td>Germany</td>
</tr>
<tr>
<td>ATENDT/Lucent Technologies</td>
<td>U.S.A.</td>
</tr>
<tr>
<td>ASCOM</td>
<td>Switzerland</td>
</tr>
</tbody>
</table>
The company has obtained ISO 9000 Certificate for providing quality products.

**Plants**

BANGALORE - Corporate Office

RAE BARELI

MANKAPUR

NAINI : Fibecom Unit at Gurgaon attached to Naini Unit

   (It has collaboration with France)

PALAKKAD

SRINAGAR, J & K

**PROGRAMMES & FACILITIES**

1. **Community Development Programme:-**

   We have provided employment to the residents of nearby villages to raise their social status preferably to those whose land had been acquired for the construction of the factory. To meet out the social responsibility adult educational programmes and supply of pure drinking water has been ensured by the organization for the nearby villagers. Adult educational programmes were organized during the year 1989-90 to inculcate the sense of writing and reading amongst the villagers. Free immunization camps were also organized
in our hospital and our doctors have visited nearby villages to immunize the children against viral diseases.

2. **Family Planning Programmes**

3. **Worker's Participation In Management**

   The unit has given full participation to the worker's representatives in the following:

   a) Sports Council

   b) Welfare Committees

   c) Provident Fund Committee

   d) Canteen Management Committee

   e) Committee for the award of the Best worker to the workman for outstanding performance each year.

   f) SC/ST Cell constituted for the welfare of SC/ST

   g) Death relief fund committee

   h) House allotment committee for workers.

4. **Emphasis On The Use Of Hindi**

5. **Sports Activities:**

6. **Special Drive For Recruitment Of SC/ST Community**

7. **Death Relief Fund**
8. Housing Facility

9. Transport Facility

10. Central School

11. Pollution Control And Safety Activities

HUMAN RESOURCE DEVELOPMENT

ITI considers human resources as its valuable asset. It believes that success for organization may only be achieved through competent and motivated human resources. That is why, ITI has identified HRD as one of its priority area and 0.2% of the total turn-over is allocated for HRD on organization development activities.

Every year training needs of company are assessed. Attitudinal surveys are conducted once in two years to identify and determine frustrating aspirations of individuals and groups and to determine deficiencies in skills and knowledge of human resources for adoption of new technologies short term and long-term training plans are formulated. Feedback system is used to evaluate and improve the performance of trainees.

The organizations systems, procedures and practices are continuously being changed with respect to changes in technology. The brain-storming workshops of senior officers are continuously organized to find alternatives to match the systems practices, rules and regulations with changing
behavioural pattern of human resources. There are different development programmes like rotational transfers and temporary posting at strategic post. Senior and top managers are deputed to attend national and international conferences every year. 30% of its total executive strength, 15% of its supervisors and 5% of workers are developed through different HRD activities on continuing basis.

INDUSTRIAL RELATION SCENARIO

Prior to 1983 there were multiple union which often led to industrial problems now for the last 7 years there is single union. The elections for office-bearers are held every year. This led to peaceful atmosphere and cordial relationships between workers and management.
7.4 DABUR INDIA LTD.

A Brief Introduction

Dabur commenced operations in 1884 and is today multi locational, multi product enterprise. The company has major interests in health and beauty care. Dabur is a leader in Ayurveda-the traditional Indian health care system. The company manufactures and markets a range of oncologicals. Dabur is one of the few companies in the world to produce Paclitaxel - an anti cancer drug. The company has developed its own eco-friendly process to manufacture this drug from raw material stage. The Company has 12 manufacturing plants in India, Nepal and Egypt. Dabur products are also manufactured in Dubai. Dabur has a transnational network of 19 offices servicing both rural and urban markets in India. The Company has sales & marketing offices in Dubai and London. Dabur products are available in over fifty countries.

Dabur has collaborated with leaders in their fields to set up joint ventures in India. The joint venture with Agrolimen of Spain, General De Confiteria India Limited, Manufactures confectioneries. Dabur International Limited, the joint venture with Bongrain of France, will manufacture specialty cheese. Dabur has collaborated with Osem of Israel to manufacture backery specialties and other food products.
The story of Dabur goes back to 1884, to a young doctor armed with a degree in medicine and a burning desire to serve mankind. This young man, Dr. S.K. Burman, laid the foundations of what is today known as Dabur India Limited. From those humble beginnings, the company has grown into India's leading manufacturer of consumer healthcare, personal care and food products. This phenomenal progress has seen many milestones, some of which are mentioned below:

- **1884** - Dr. S K Burman lays the foundation of what is today known as Dabur India Limited. Starting from a small shop in Calcutta, he began a direct mailing system to send his medicines to even the smallest of villages in Bengal. The brand name Dabur is derived from the worlds 'Da' for Daktar or doctor and 'bur' from Burman.

- **1896** - As the demand for Dabur products grows Dr. Burman feels the need for mass production of some of his medicines. He sets up a small manufacturing plant at Garhia near Calcutta.

- **Early 1900s** - The next generation of Burmans take a conscious decision to enter the Ayurvedic medicines market, as they believe that it is only through Ayurveda that the healthcare needs of poor Indians can be met.

- **1919** - The search for processes to suit mass production of Ayurvedic medicines without compromising on basis Ayurvedic principles
leads to the setting up of the first Research & Development laboratory at Dabur. This initiates a painstaking study of Ayurvedic medicines as mentioned in age-old scriptures, their manufacturing processes and how to utilize modern equipment to manufacture these medicines without reducing the efficacy of these drugs.

- **1920s** - A Manufacturing facility for Ayurvedic Medicines is set up at Nerendrapur and Daburgram. Dabur expands its distribution network to Bihar and the northeast.

- **1936** - Dabur India (Dr. S K Burman) Pvt. Ltd. is incorporated.

- **1940** - Dabur diversifies into personal care products with the launch of its Dabur Amla Hair Oil. This perfumed heavy hair oil catches the imagination of the common man and film stars alike and becomes the largest hair oil brand in India.

- **1949** - Dabur Chyawanprash is launched in a tin pack and becomes the first branded Chyawanprash of India.

- **1956** - Dabur buys its first computer. Accounts and stock keeping are one of first operations to be computerized.

- **1970** - Dabur expands its personal care portfolio by adding oral care products. Dabur Lal Dant Manjan is launched and captures the Indian rural market.
- **1972** - Dabur shifts base to Delhi from Calcutta. Starts production from a hired manufacturing facility at Faridabad.

- **1978** - Dabur launches the Hajmola tablet. This is the first time that a classical Ayurvedic medicine is branded - from Shudhbradhak bati to Hajmola tablet.

- **1979** - The Dabur Research Foundation (DRF), an independent company, is set up to spearhead Dabur's multifaceted research.

- **1979** - Commercial production starts at Sahibabad. This is one of the largest and most modern production facilities for Ayurvedic medicines in India at this time.

- **1984** - The Dabur brand turns 100 but is young enough to experiment with new offerings in the market.

- **1986** - Dabur becomes a public limited company through reverse merger with Vidogum Limited, and is re-christened Dabur India Limited.

- **1989** - Hajmola Candy is launched and captures the imagination of children and establishes a large market share.

- **1992** - Dabur enters into a joint venture with Agrolimen of Spain for manufacturing and marketing confectionery items such as bubble gums in India.
- **1993** - Dabur sets up the oncology formulation plant at Baddi, Himachal Pradesh.

- **1994** - Dabur India Limited comes out with its first public issue. The Rs. 10 share is issued at a premium of Rs. 85 per share. The issue is oversubscribed 21 times.

- **1994** - Dabur reorganizes its business with sales and marketing operations being divided into 3 separate divisions.

- **1994** - Dabur enters the oncology (anti-cancer) market with the launch of Intaxel (Paclitaxel). Dabur becomes only the second company in the world to launch this product. The Dabur Research Foundation develops the unique eco-friendly process of extracting the drug from the leaves of the Asian Yew tree.

- **1995** - Dabur enters into a joint venture with Osem of Israel for food and Bongrain of France for cheese and other dairy products.

- **1996** - Dabur launches Real Fruit Juice which heralds the company's entry into the processed foods market.

- **1997** - The Foods division is created, comprising of Real Fruit Juice and Hommade cooking pastes to form the core of this division's product portfolio.
• **1997 -** Project STARS (Strive To Achieve Record Successes) is initiated by the company to achieve accelerated growth in the coming years. The scope of this project is strategic, structural and operational changes to enable efficiencies and improve growth rates.

• **1998 -** The Burman family hand over the reins of the company to professionals. Mr. Ninu Khanna joins Dabur as the Chief Executive Officer.

• **1999-2000 -** Dabur achieves the Rs. 1000 crores turnover mark.

• **2001-2002 -** Dabur India's net profit down by 17.3%. Net sales were Rs. 1163.19 crore. Approves the appointment of Sunil Duggal as the CEO of the company.

**2002 - Dabur demerges Pharmaceuticals business**

Dabur India approve the demerger of its pharmaceuticals business the FMCG business into a separate company as part of plans to provider greater focus to both the businesses. With this, Dabur India now largely comprises of the FMCG business that include personal care products, healthcare products and Ayurvedic Specialties, while the Pharmaceuticals business would include Allopathic, Oncology formulations and Bulk Drugs. Dabur Oncology Plc, a subsidiary of Dabur India, would also be part of the Pharmaceutical business.
Maintaining global standards

As a reflection of its constant efforts at achieving superior quality standards, Dabur became the **first Ayurvedic products company** to get **ISO 9002 certification**.

Science for nature

Reinforcing its commitment to nature and its conservation, Dabur Nepal, a subsidiary of Dabur India, has set up **fully automated greenhouses in Nepal**. This scientific landmark helps to produce saplings of rare medicinal plants that are under threat of extinction due to ecological degradation.

**2005 - Dabur acquires Balsara**

As part of its inorganic growth strategy, Dabur India acquires Balsara's Hygiene and Home products businesses, a leading provider of Oral Care and Household Care products in the Indian Market, in a Rs 143-crore all-cash deal.

**2005 - Dabur announces bonus after 12 years**

Dabur India announced issue of 1:1 Bonus share to the shareholders of the company, i.e. one share for every one share held. The Board also proposed an increase in the authorized share capital of the company from existing Rs 50 crore to Rs 125 crore.
2006 - Dabur crosses $2 bin market cap, adopts US GAAP.

Dabur India crosses $2 - billion mark in market capitalisation. The company also adopted US GAAP in line with its commitment to follow global best practices and adopt highest standards of transparency and governance.

2006 - Approves FCCB/GDR/ADR up to $200 million

Moving forward on the inorganic growth path, Dabur India decides to raise up to $200 million from the international market through Bonds, FCCBs, GDR, ADR, QIPs or any other securities. The capital raised will be used to fund Dabur's aggressive growth ambitions and acquisition plans in India and abroad.

2007 - Celebrating 10 years of Real

Dabur Foods unveiled the new packaging and design for Real at the completion of 10 years of the brand. The new refined modern look depicts the natural goodness of the juice from freshly plucked fruits.

2007 - Foray into organized retail

Dabur India announced its foray into the organised retail business through a wholly-owned subsidiary, H&B Stores Ltd. Dabur will invest Rs 140 crores by 2010 to establish its presence in the retail market in India with a chain of stores on the Health & Beauty format.
2007 - Dabur Foods Merged With Dabur India

Dabur India decides to merge its wholly-owned subsidiary Dabur Foods Limited with itself to extract synergies and unlock operational efficiencies. The integration will also help Dabur sharpen focus on the high growth business of foods and beverages, and enter newer product categories in this space.

Eco - Friendly Dabur

Dabur is committed to maintaining the ecological balance. The company's reforestation programme aims at planting medicinal herbs, plants and trees in the Himalayan range. Extending into Nepal, this exercise is actively supported by an in-house tissue culture programme.

Associate and Subsidiary Companies of D.I.L.:

- Redrock Ltd.
- British Health Products Ltd.
- Burman Laboratories Ltd.
- Dabon International Ltd.
- Maxcare International Ltd.
- Precise Laboratories Ltd.
- Northern Aromatics Ltd.
**Health Care Products Division**

Markets a range of OTC Health care products based on Ayurveda. Some of its products like Chyawanprash, Hajmola, Hajmola Candy, Pudin Hara are market leaders with over 65% market share in their respective categories.

**Family Products Division**

Markets a range of Beauty care products, toiletries, herbal hair care products and select foods. Hair oils, Red Tooth Powder, Honey, and Rose Water are market leaders with nearly 70% market share in their respective categories.

**Ayurvedic Specialties**

Based on the ancient Indian Holistic system of Health Care, this is a range of over 400 medicines. Ethically promoted these include classical Ayurvedic medicines as well as products developed through in-house R&D.

**Fruits Division**

One of the youngest divisions of the company. Markets a range of sauces, ethnic pastes and foods. Real fruit juices gave Indian consumer for the first time, fruit juices with nothing artificial no preservative, no colour and no flavour added.
Cosmetics

Markets a range of beauty therapies under the brand name Samara - Sanskrit for 'to meet.' This range of hair and skin care products is a fusion of classical Indian Ayurvedic recipes and contemporary cosmetology.

Pharmaceutical Division

This division has a major presence in anti cancer products and focuses on niche markets like anti thrombolytic, anti migraine therapy and radio opaque dyes. Product line includes a range of generic and branded formulations in wide therapeutic segments.

Bulk Drugs & Chemicals

Dabur manufactures synthetic and semisynthetic bulk pharmaceutical substances, bulk natural compounds and intermediaries. Isolation of pure natural compounds and custom synthesis fare focus areas.

Natural Gums

This division manufactures and processes Guar Gums, Gum Karaya, Tamarind based gums and Psyllium husk. The division produces a range of industrial and food grade natural gums as per exacting customer specifications.
**Ayurvedic Veterinary**

Deals exclusively in animal health care. Markets safe and not toxic herbal veterinary products for Poultry, Large and Companion Animals. These products are manufactured according to traditional Ayurvedic formulae.

**Global**

Dabur products are available in over 50 countries. These overseas markets are serviced by company personnel in London, Dubai and Kenya. Dabur products are manufactured in Nepal, Dubai and Egypt.

**Dabur Research Foundation**

Dabur Research Foundation - DRF - is an independent organisation undertaking research in diverse field like foods, cosmetics, herbal medicines phytochemicals, phytopharmaceuticals, bulk drugs, allopathic and organic formulations.

Research in tissue culture and cultivation of medicinal plants is a thrust area for the Foundation.

DRF has developed and standardised extraction and separation technologies for isolation of active chemical constituents from plants. These active constituents isolated in pure form are used in the standardisation of herbs, development of formulations and various toxicological studies.
Quality Objectives

- At Dabur, the management is fully committed to quality and ensures all resources to accomplish this task.

- To focus on customers and successfully meet their needs and requirements.

- To manufacture effective health care products at competitive prices and to improve the quality of life of common people.

- To implement systems to ensures prevention of errors rather than detection of errors.

- To ensure global competitiveness by striving to achieve current good manufacturing practices (GMP).

- To ensure safety in all operations and to follow the systems in all areas of operations.

- To continuously train people to build up their skills and expertise and thus involve them to become committed to the quality process.

- To reduce wastage's within the organization and increase productivity.
## Level Structure Of The Organisation

<table>
<thead>
<tr>
<th>Level</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>General Manager</td>
</tr>
<tr>
<td></td>
<td>Dy. Gen. Manager</td>
</tr>
<tr>
<td>Class / Grades</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Senior Manager</td>
</tr>
<tr>
<td>2.</td>
<td>Manager</td>
</tr>
<tr>
<td>3.</td>
<td>Asst. Manager</td>
</tr>
<tr>
<td>4.</td>
<td>Officer</td>
</tr>
<tr>
<td>5.</td>
<td>Asst. Officer</td>
</tr>
<tr>
<td>6.</td>
<td>Supervisors/Chemist</td>
</tr>
<tr>
<td>7.</td>
<td>Senior Mech/Sr. Asst.</td>
</tr>
<tr>
<td>8.</td>
<td>Mech/Jr Chemist</td>
</tr>
<tr>
<td>9.</td>
<td>Jr Mechanic</td>
</tr>
<tr>
<td>10.</td>
<td>Workers /Casual</td>
</tr>
</tbody>
</table>

### Factories:

**West Bangal**

- Narendrapur, Pargans
• Garia, Pargans  

**Bihar**  
• Daburgram  

**Dubai, U.A.E.**  

• Daburgram  

**London, U.K.**  

• Daburgram  

**Ramadan City, Egypt**  

**Rajasthan**  
• Alwar  

**Uttar Pradesh**  
• Sahibabad, Ghaziabad  

**Himachal Pradesh**  
• Baddi  

**Nepal**  
• Kathmandu
7.5 MOHAN MEAKIN LIMITED

A Brief Introduction

Mohan Meakin Ltd. Lucknow distillery, officially established in 1855 but the evidence in the form of bricks dated 1820 were discovered which shows that it was probably come into existence in 1820. In 1855, an English man Edmard dyer established a brewery at Casually. He was the first man who bought the first thrills of modern beer, at the same time another English man H.G Meakin decided to set up the shop on the sub-continent and there after founded the firm Meakins and co. during the First World War, when the import of hard task, the two firms supplied cheap and good quality beer in the sub-continent.

After the successful phase, the two firms DYER & CO. and MEAKIN & CO joined hands began a new venture under the name Dyer & co. in 1935, when Burma was separated From India the company was recognized with its Indian assets and named Dyer's Meakin Ltd.

After India's independence in 1949, the management was taken over by the Padam Shree Late N.N Mohan the foundry father of Mohan Meakin Breweries ltd. Under the leadership of Late. N.N Mohan in 1969 the reigns of bustling, conglomerate fell into the hands of his sons Col. V.R Mohan and Brig. Kapil Mohan, assisted by their father's vision they laid the foundation of Mohan Nagar industrial complex at Ghaziabad.
A part of the liquor the other Meakin product that began to view for good quality profile were mineral water, cornflakes, Mango nectar and Apple juice. Among the companies Diversification plans and proposals to enter in the cement, Steel Metals and allied Products. It was there transformative inclinations that lead to the company to rename Itself in 1980 as Mohan Meakin Ltd. Manufacturing activities of the company also spread Into other fields under the dynamic leadership and guidance of Brig. Kapil Mohan the Younger son of Mr. Mohan.

In the year 1982 the world Breweries was dropped from the name of the company to Remove the impression that the company is engaged only in beer making. In India Mohan Meakins has provided technical expertise to:

- The Mohan Gold Water Brewery Ltd, Lucknow
- Mohan Rocky Spring Water Brewery Ltd. Maharasta
- Mount Shivalik Brewery Ltd, Punjab
- Artos Brewery Ltd, Andhra Pradesh
- Nagaland Distilleries Ltd. Nagaland.
- Mohan Brewery and Distilleries Ltd. Chennai.
- Golden Drinks Private Ltd., Gwallior
- Maharashtra Distillers, Nagpur
In keeping with the time, Mohan also entered in the international market and started exporting breweries to many countries such as USA, UK, Japan, Western European and Middle East nations. A distillery and glares factory was set up by Meakins personnel's at Nairobi and Kenya along with breweries set up in Nepal and Bhutan.

A saga that begins over and century and quarter ago continue on its path of service of the nation with dedication, courage and unflinching commitment of quality, over the years the same like Integrity, Craftsmanship and Tradition etc.

**Lucknow Distillery:**

This establishment is well knows and recognized by the name of Mohan Meakin Limited Lucknow Distillery, Lucknow. The registered office is situated at Solan brewery Himachal Pradesh. Mohan Meakin Limited Lucknow Distillery is situated at Daliganj township of Lucknow, Sitapur road.

The campus covers and area of 12800 sq ft encompassing the factory Administrative block stores, Auditorium, Canteen, and Dispensary. The distillery has production capacity of 48 lakhs alcoholic liters per annum that is around 3600 bottles per shift. The Lucknow Distillery is headed by Mr. R.K. Sharma, the CEO. He is supported by dedicated staff. The Organization
is departmentalized on basis of factions with each department. The Company
permanent, Temporary, probations.

The company has recently started the scheme under which trainees are
taken in various departments. The company has maintained good healthy
relations with the workers.

**Infrastructure**

There are 5 pouching automatic machines and 5-semi automatic
bottling machines, also a separate effluent treatment plant along with boiler
at present.

**Pot Still Plant:**

This is purely indigenous plant situated in distillation section for the
purpose of manufacturing spirit (C₂H₅OH) which is raw material for
manufacturing the liquor.

**Caffey Plant**

An indigenous plant required for large amount of production of spirit
is production of spirit is situated in distillation section of production
department. This plant came in use when required.
Effluent Plant

The faction of this plant is to release uncontaminated water into river, steam of waste. The effluent collected through distillation and fermentation is treated with BOD under the law of prevention and control board of pollution.

Units of Mohan Meakin Ltd.

Solan (H.P.) : Brewery Distillery & Bottling
Kassauli (H.P.) : Distillery
Lucknow (U.P.) : Brewery Distillery & Bottling
Mohan Nagar (U.P.) : Various unit, many Distillery,
Brewery and glass Factory and Fruit products
Mohan Gram (U.P.) : Distillery & Brewery

Unit Of Collaboration

Tamilnadu : Brewery & Distillery
Andhra Pradesh : Liquor Bottling
Maharashtra : Brewery, Liquor & Bottling
Punjab : Liquor Bottling
Madhya Pradesh : Liquor Bottling
Bhutan : Three units of distiller & Liquor bottling
Nepal : Two Liquor Bottling unit & brewery
Kenya : Distillery & Liquor
Harayana : Liquor Bottling
Goa : Liquor Bottling
Kerela : Liquor Bottling

**Brief Particulars of Lucknow Unit**

Unit : Mohan Meakin Ltd.
Location : Daliganj, Lucknow
Year of Incorporation : 1855
Chief Executive Officer : Mr. R.K. Sharma
Land Area : 100203.94 sq mt
Covered Area : 51844.71 sq mt
Sanctioned Power Land : 1200 KVA or 960 KVA
Power Generator Capacity : 310 KVA or 248 KVA
Production Capacity : 15 KL per day
Department In Mohan Meakin Ltd. Lucknow Distillery

1. Security Department
2. Time Office
3. Transport
4. Labour Office
5. Welfare Department
6. Account Department
7. Finance Department
8. Sales Department
9. Store Department
10. Foreign Liquor Department (Fld)
11. County Spirit Department (Csd)
12. Water Treatment Plant (Wtp)
13. Effluent Treatment Plant (Etp)
14. Central Labour (Work Shop)
15. Co₂ Department
16. Boiler Department
17. Distillery Department
18. Electronic Data Process (Edp)

19. Purchase Department

20. Transport Department

21. Fire Fighting Department

Facilities Provided To The Employees At Mohan Makin Ltd. Lucknow

Statutory Facilities

Industrial Canteen:

Under sec. 46 of the factories act, 1948 it is statutory requirement of the employer to provide the necessary canteen facilities where more than 250 workers ordinarily employed in any one day of proceeding 12 month in the factory. The canteen has to be run on no loss no profit basis.

Maintenance of Canteen:

Management provides to canteen contractor the furniture, the electricity for lighting, drinking water, urinals etc. The canteen contractor charges the rates fixed by the management committee. The canteen contractor is to be responsible for maintenance of building, electricity, furniture and utensils etc.

Restroom Facility:

Under sec. 47 of factories act make it is necessary to provide proper clean and ventilated restrooms, where more than 150 workers are ordinarily
employed 40-50 beds are provided to the workers for resting. Cooler, fans, dining tables are also provided in rest room for the workers.

**Drinking Water Facilities:**

Cold and clean drinking water is provided by water coolers at various places in Factory premises. Cleaning of water coolers is done periodically. Various methods used for purification of water.

**Safety Provision:**

Under factories act, 1948 it is statutory, that adequate safety measures are to be adopted by the employer in order to take care of the workers. Safety provisions made by the employer are:-

1. Personal protective appliances line-
   
   • Goggles
   
   • Helmets
   
   • Metal aprons
   
   • Gum boots
   
   • Gloves

2. Organizing safety programs to create awareness

3. Import safety training against fire, working on hazardous machines, traffic rules within factory premises etc.
Appointment of Labour's Welfare Officer:

Under sec. 49 of the factories act, 1948 it is required to appoint a LWO in an organization where 500 or more workers are employed or were employed in any day of preceding 12 months.

First Aid Facility:

Under factories act it is mandatory for a company to provide first aid facility to the employees. The first aid box is equipped with all the necessary medicines, bandages, syringe etc., which are the basic requirement at the first instance when an accident occur. The first aid box is kept at such a place from where it is easily in the reach of any employee. It is mark with a red colour cross so to identify easily. The company provides first aid boxes in different departments in adequate numbers. Washing room Facility the company provides clean proper room facility to male and female worker separately. There is a 24 hours water supply A soap and a towel are kept for the workers. Cleaning of the washing room is dine on daily basis by the concerned person by soap.

Sitting Facility:

According to the factories act 1949' the company provides sitting facility in those departments where a worker needs to stand for the longer hours due to the nature of the job. It is done so that he can relax for a while and can start his work afresh.
Non-Statutory Facilities

Non-statutory facilities are those welfare facilities which an employer may or not provide. They don't have a legal binding. The non statutory welfare facilities work as a motivating factor. The company provide these facility to drive out the maximum from the workers and to create healthy working atmosphere.

Following are the non-statutory facility:

- **Housing Facility**

  150 house have been constructed in the company campus, The company pays an HRA to those don't stay in the campus. HRA 10% is deducted if an employee stay in the campus.

- **Transport facility**

  It is made available on the employees get conveyance allowance.

- **Medical facility**

  Well stocked dispensary is situated in the premises where a physician is available for two hrs on Wednesday and Saturday. The dispensary is acquired by medicines and instruments.

- **Loan facility**

  The company provides loan and advance to the employees as and when required. The loan amount depends on the reputation of the employee,
which he enjoys in the company. The repayment is done in easy installments so that employee doesn't feels any burden.

- **Uniform facility**

  One pair of uniform is to be given to every worker, peons and drivers of the company once a year. Besides this one pair terrycoat uniform is also given to each and every worker and one pair of shoes is also given once in a year to work in the factory.

  A separate set of facilities are available for the security men. They too are provided by the above means. A part from this they are provided with pullovers, woolen coat, woolen shirts and trouser, long coat, cap, woolen stocking, boots and arms, viz rifles, guns, cartridges etc. They are also provided by the belts, bucks and whistles for their use.

- **Social Security Scheme**

  Under this the company provides various social security scheme to the employees so that they can work with a free mind. These scheme work as a motivating factor for the employees.

  **The scheme provided are:**

  - Employees Provided Fund scheme 1952
  - Employees Family Pension scheme 1971
  - Workmen's Compensation Act 1923
- Maternity Benefits Act 1961
- Mohan Staff Welfare scheme
- Employee State Insurance Act 1948

**Cultural and Entertainment**

Every year on the Labour day employee take part in various cultural activities at Mohan Meakins. Workers are sent to historical and religious places on company expenses along with their families ever year. Tournament are organized in the month of October on a/c of Founder's Day.

**Education Facility**

Workers are given loans and advances in case of admission and purchase of their children.
7.6 MAWANA SUGAR WORKS LTD.

A Brief Introduction:

Mawana Sugars Limited (formerly known as Siel Limited) ('Mawana Sugars' or 'the Company,') emerged as an independent entity in 1989 out of the restructuring of the erstwhile DCM Group.

Mawana Sugars has been engaged in the business of manufacture and selling of chemicals, sugar and edible oils.

Mawana Sugar Works, Mawana is a unit of Delhi Cloth and General Mills Ltd. (D.C.M.), Delhi. This sugar mill was shifted from Barhani, district Basti or Eastern U.P. in 1948 and installed at Mawana, about 28 km from Meerut or Meerut-Parikchit Garh Road. Crushing capacity of this unit is 4700 to 5700 tons of sugarcane per day. Like other sugar mills, this mill is also seasonal. the season is generally from November to May. It also depends upon the production of sugar cane. The Principal Product is sugar, molasses and vegasse are the secondary products. The Principal Product is sugar, molasses and vegasse are the secondary products. The mill is in the form of a joint stock company.

Management

The Board of Directors of Mawana Sugars comprise of:

- Mr. Siddharth Shriram (Chairman & Managing Director)
- Mr. Sunil Kakria (Managing Director)
- Mr. K.P. Singh (Whole Time Director)
- Mr. A.K. Mehra (whole Time Director)
- Prof. Dinesh Mohan (Director)
- Mr. N.K. Goila (Director)
- Mr. D.C. Mittal (Director)
- Mr. Ravi Vira Gupta (Director)
- Mr. R.S. Bedi (Director)
- Ms. Anuradha Dutt (Director)

**Major Shareholders**

<table>
<thead>
<tr>
<th>Shareholder</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoters</td>
<td>61.09%</td>
</tr>
<tr>
<td>NRIs, Pakistanis, OCBs &amp; GDRs</td>
<td>1.85%</td>
</tr>
<tr>
<td>Institutions, Mutul Funds and Banks</td>
<td>3.27%</td>
</tr>
<tr>
<td>Others</td>
<td>33.79%</td>
</tr>
</tbody>
</table>

**Social Face of Mawana Sugars**

A business unit doesn't exist to generate surplus alone, rather it is a constituent of the composite social structures and systems and as a
responsible member of the society it is incumbent upon business organizations to relate with the society as a whole and the surrounding community in particular by working for their betterment and welfare.

At Mawana Sugars it is management's continuous endeavor to evolve and initiate activities for the development and betterment of the surrounding community at Rajpura and several programs have been initiated to achieve this noble goal.

To promote the cultural heritage of our nation, management had organized Dance and Drama 'RAM' shows by the internationally renowned troupe, SBKK, for the local community. A number of health check up camps and sports activities have been organized for the surrounding villages. School children are being regularly invited to the organization on occasions such as World Environment Day to promote environmental awareness through activities like tree plantations, painting competitions, debates and discussion etc. Extending the initiatives further, management have also adopted a linear stretch of land in the Rajpura city and worked on improving its aesthetic look by way of plantation beautification.

The position of labour development of Mawana Sugar Works, Mawana has been given in below table.
7.1 Table shows Position of permanent, seasonal permanent and temporary workers in Mawana Sugar Works, Mawana.

<table>
<thead>
<tr>
<th>Month</th>
<th>Permanent</th>
<th>Seasonal permanent</th>
<th>Temporary (Monthly Average)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>September</td>
<td>410</td>
<td>205</td>
<td>160</td>
<td>775</td>
</tr>
<tr>
<td>October</td>
<td>410</td>
<td>207</td>
<td>162</td>
<td>779</td>
</tr>
<tr>
<td>November</td>
<td>410</td>
<td>204</td>
<td>165</td>
<td>779</td>
</tr>
<tr>
<td>December</td>
<td>410</td>
<td>1590</td>
<td>615</td>
<td>2615</td>
</tr>
<tr>
<td>January</td>
<td>410</td>
<td>1590</td>
<td>615</td>
<td>2615</td>
</tr>
<tr>
<td>February</td>
<td>410</td>
<td>1590</td>
<td>618</td>
<td>2618</td>
</tr>
<tr>
<td>March</td>
<td>410</td>
<td>1590</td>
<td>518</td>
<td>2518</td>
</tr>
</tbody>
</table>

Table 7.1 given above exhibits that the permanent workers remain stable during off season. Seasonal permanent works remain stable during the crushing period, but during the off season it also mostly remain stable. The number of temporary worker fluctuates according to the nature of work and/or increase or decrease in work. Generally, the crushing season starts from November and lasts up to March.
However, in the month of September, total number of workers was recorded to be 775 consisting permanent, seasonal permanent and temporary. It rose to 2618 in the month of February which declines to 2518 in March.

**Encashment of Unveiled privilege/Earned leave**

An amount equivalent of cash value of privilege leave/Earned leave due as per rules up to date of voluntary retirement.

**Provident Fund**

Payment of full shape of employer's contribution to the provident fund along with employees share including interest on total accumulation.

**Gratuity**

Gratuity as admissible under rules up to date of voluntary retirement.

**Travel Cost Re-imbursement**

The employee and his family would be entitled to travel by entitled class to their declared home town.

**Application**

Eligible employees desiring to seek voluntary retirement may submit their application in the prescribed performa to the competent authority through proper channel.
General

Ordinarily employees desiring to seek voluntary retirement shall be effective from the last date of the month in which the decision on the application for voluntary retirement is communicated. However, when the date of decision on close to the end of the month, the effective date for voluntary retirement will be last date of the next month. This condition can be waived by the Competent authority at its discretion.

Ordinarily, the resultant vacancies arising out of voluntary retirement shall not be fitted up. (Only in exceptional of the competent Authority.)

Various Welfare Scheme:

Welfare activities are provided by all Organisations to maintain the employees living standard as well as overall development of his keen interest towards to goal. There are two type of welfare activities under as follows.

A - Welfare Statutory - These activities are provided as per law.

B - Welfare Optional - These are voluntary activities provided by the company to the employees concern.

Statuary Activities:-

A. First Aid - There are 5 compound's under one in charge. There is also a facilities of a ambulance.
B. **Canteen** - Canteen is also provided by the organisation with Accommodation of Tea, Lunch & breakfast.

C. 1 kg Milk powder & 2 kg. "Gur" for those Employees who can involved in the hazardous process of work like furnace & galvanizing process.

D. E.S.I. facility is available to those employees Whose carvings is less than Rs. 3000/-

E. **Bonus** - 8.33 t0 20% Salary.

F. **Provident** - 10% of Salary.

**Discipline**

Discipline is the force that prompts an individuals or a group to observe the rules, regulations and objectives.

**Disciplinary Action**

Disciplinary action can be taken against any employee violating the rule and regulations of the M.S.W. standing order's Disciplinary authority can be appointed by M.D. or personal Dept. is charged the disciplinary actions.

A charge sheet is issued against the person mentioning their charges and asked for clarification to disciplinary authority. An inquiry is set to
investigate the charge. If charges are found correct than employee will be punished as to his crime.

**Penalties**

There are 2 types of penalties

- Minor
- Major
- Censure
- Suspension should not more Days.
- Fine with holding of increment, removal dismissal Or promotion.

**Promotion**

In the Organization promotion is considered on the following basis:

- A. Merit
- B. Efficiency
- C. Past performance
- D. Qualities

**Eligibility for promotion**

Employee shall be eligible for promotion provided :-

1. **For Executive** - He has completed 3 year of his service.

2. **For Non Executive** - He has completed 2 year of his service. The vacancies of M.S.W. shall be filled by making grade promotion.
• The merit efficiency & performance shall from the basis for grant of promotion in case of technical & non technical cadres.

• The seniority subject to suitability govern promotion to non-executive posts of technical & non technical cadres.

**Transfer:**

There is sound transfer police of M.S.W. Transfer have been made between departments. Generally employees are responsible for initiating & approving transfers. There are 3 type of transfer being made.

1. Production transfer is made from one deptt. to another department.

2. **Versatility Transfer** - Versatility transfer are those in which the employees are transfer from one job to another job to make versatility.

3. **Shift Transfer** :- In this type of transfer employees transfer's one shift to another

**Recruitment & Selection Procedure in M.S.W.**

All the recruitment of the service of the services of the M.S.W. will be made by M.D or by C.G.M. or the P.M. or such other officers as may from time Authorised by the company in that be half.
Till such time the standard force of the company is not in a position, all nearly created and resultant posts will be filled in the following ratio by promotion of the existing suitable candidates and by open advertisement.

All the recruitment of M.S.W. are processed through P&A Deptt. the approval of M.D.'s required before filling of any post the process is an laid down for public sector in India.

Notification by dept. consult of P&A.

Notification of P&A Dept. of local and central employment Exchange.

Advertisement are also given on all India level for higher post.

Interviewing after careening the application of panel consisting of representatives of the Dept. Concerned with P&A.

**Industrial Relations:**

The Industrial Relation is defined as the Relationship between Man machine and Material for optimum utilization. There is three M's i.e. Man, Machine, Material.

The function of industrial relation of M.S.W. can be given below.

- To have balanced and good relation with trade union.
- To create a work culture in the M.S.W.
- To have a proper information about other Department.
- The M.S.W. should adopt new technology and aspects. The P.M. should be very thorough about law and special in Industrial Dispute act.

**Performance Appraisal**

The M.S.W. has very good performance appraisal system. The performance of the executive & non executive employee is Rated usually, but the technical employee's performance are rated quarterly. After taking quarterly rated performance is used.

**7.7 IDENTIFICATION AND EVALUATION OF THE BENCHMARK MARKS FOR THE INDUSTRIAL RELATIONS IN THE ORGANISATIONS UNDER STUDY**

**Bharat Heavy Electrical Ltd. (Bhel)**

**A. Career Planning:**

1. **Promotion** :- Seniority basis, Time bound, Merit

2. **Training**
   
   (a) Manager/Executive :- Competence, contact programme.
   
   (b) Workers :- On the job, of the job vestibule apprenticeship.

3. **Motivation** :- Promotional Programme

4. **Recruitment** :- Outside-at lower level

5. **Selection** :- Written test, interview

6. **Grievances** :- Counselling, managerial level.
(B)  **Welfare Areas :-**

Educational, Recreational Medical Transport and others.

**Welfare Management :-** HRD/Personnel Deptt.

C.  **Performance Appraisal :-** Annual Report /ACR.

D.  **Worker's Participation :-** No participation in decision making.

E.  **Trade Union :-** Participation & supportive but some time opposite.

   (a)  **Industrial unrest :-** Strike 3 year back.

F.  **Association :-** No management and executive association.

G.  **Social Responsibility :-** Employee social development programme.

H.  **V.R.S. :-** Applicable

**CONCLUSION & SUGGESTIONS :-**

Workers work with confidence as the factory provides required safety measures, no complain in this regard in noted.

No concrete plan for future but open to adopt any change in industrial relations. Grievances are handled from its beginning. Company is providing all modern welfare amenities to its workers, creating an environment of trust and confidence. The changing economic scenario has invariably affected the organisation and lack of order has given worth to problem of over staffing and to cope with the problem. The company at corporate level has
introduced voluntary retirement scheme, instead of retrenchment. The company pays allowances as per post and seniority.

In all over industry total numbers of trade unions are seven and in general their relations with management are cordial.

Least But not last it would be fare to conclude that BHEL a public sector organisation is an example of better industrial harmony.

**IFFCO FINDINGS**

(A) Career Planning :-

1. Promotion :- Time bound, Seniority basis, Merit.

2. Training

<table>
<thead>
<tr>
<th>Area</th>
<th>Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Manager/Executives:-</td>
<td>Conference, Reading material, Lectures,</td>
</tr>
<tr>
<td>(b) Workers :-</td>
<td>On the job apprenticeship.</td>
</tr>
</tbody>
</table>

3. Motivation :- Partial, Others

4. Recruitment :- Internal and external.

5. Selection :- Selection, interview, Psychological test.

6. Grievances :- Counseling

(B) Welfare Areas :- Educational, Recreational, Medical, Transport.

Welfare management :- HRD personnel Deptt.
(C) **Performance appraisal**: Performance, ACR, Secret.

(D) **Worker's Participation**: Participation on operating level.

(E) **Trade Union**: One, supportive, cordial

(a) Industrial unrest: No strike.

(F) **Association**: Officer's Association.

(G) **Social Responsibility**: Development of near by society & Environment.

(H) **V.R.S.**: Yes it should be taken on own's will.

**CONCLUSION**:

Safety measures are provided as per factory Act but there is a need of fire and safety department in IFFCO. Grievances are handled by counselling in management style. They have undertaken a lot of society development programme near by society. Executive believes that industrial harmony can be achieved by improving working condition and participation of workers. Payment system is based on government policy and as per organisational norms. IFFCO is far away from strike but grievances of T.U. are usual of which are handled timely & effectively. It has provided employment opportunities to the near by village families and has also welcome to displaced villagers for their rehabilitation.
SUGGESTIONS

- IFFCO Unit of Phulpur is an efficient unit, which enjoys good organisational culture and working condition. Some suggestions for better industrial relations may be --

- The study showed 75% who are not adamant to change (young managers) while 25% resist. This suggest younger managers should be encouraged to participate in change process.

- Only 40% out of total managers are flexible to change, so it is upto the personnel dept. to encourage level of flexibility by conducting sessions for organisational behaviour.

- The personnel dept. should give emphasis on identifying problem areas, and while implementing change should adopt innovative and creative ways to make change acceptable by training and development of employees, and involvement of employees in change.

- The managers and employees should develop themselves and their intellectual abilities, flexibility so as they can accept change.

- Managers should make the employees understand that there is no substitute for change.
### (A) Career Planning :-

<table>
<thead>
<tr>
<th></th>
<th>Promotion:-</th>
<th>Seniority Basis, Time Bound</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.</td>
<td>Training :-</td>
<td></td>
</tr>
<tr>
<td>(a) Manager/executive</td>
<td>Conference, lectures, contact programme</td>
<td></td>
</tr>
<tr>
<td>(b) Workers</td>
<td>On the job, Apprenticeship.</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Motivation</td>
<td>Financial, Promotional</td>
</tr>
<tr>
<td>4.</td>
<td>Recruitment</td>
<td>Internal and external.</td>
</tr>
<tr>
<td>5.</td>
<td>Selection</td>
<td>Interview, written test.</td>
</tr>
<tr>
<td>6.</td>
<td>Grievances</td>
<td>Counseling, committee.</td>
</tr>
</tbody>
</table>

### (B) Welfare areas

<table>
<thead>
<tr>
<th>Welfare Management</th>
<th>HRD/Personnel Deptt.</th>
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</table>

### (C) Performance Appraisal

<table>
<thead>
<tr>
<th>Performance Appraisal</th>
<th>Quarterly Report</th>
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</table>

### (D) Worker's Participation

<table>
<thead>
<tr>
<th>Worker's Participation</th>
<th>Participation is involved</th>
</tr>
</thead>
</table>

### (E) Trade Union

<table>
<thead>
<tr>
<th>Trade Union</th>
<th>Participative, supportive Coordinal</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Industrial unrest</td>
<td>Strike before 25 years ago</td>
</tr>
<tr>
<td>(F)</td>
<td>Association</td>
</tr>
<tr>
<td>-----</td>
<td>----------------------</td>
</tr>
<tr>
<td>(G)</td>
<td>Social Responsibility</td>
</tr>
<tr>
<td>(H)</td>
<td>V.R.S.</td>
</tr>
</tbody>
</table>

**CONCLUSION & SUGGESTIONS:-**

Mawana Sugar Works Ltd. believes that industrial relations exist better working condition for future planning. Mawana Sugar Works Ltd. wants to develop the society with the help of H.R.D. and open to adopt the new change in training of worker's supervisors and managers and wants participation in decision making of trade unions. Workers work with confidence and safety measures, provided as per legal aspects but applicable in production, grievances are handled from its beginning. Mawana Sugar Works Ltd. is taking important steps in developing the society for future and this is a best example of industrial harmony due to even not a single strike for last 25 years.

The Mawana Sugar Works Ltd. in a profitable unit enjoying a healthy organisational culture and has ideal working conditions. The unit although has very cordial industrial relations. However some further suggestions to improve its industrial relations are - The radical changes in the policy matter related be implicated only after taking all stake holders in confidence. The
organisational behaviour can be improved by conducting different sessions for employee benefits, early identification and redression of the employees' problem, work allocation suited with intellectual capabilities of the employees.

MOHAN MEAKIN LTD

<table>
<thead>
<tr>
<th>(A) Career Planning :-</th>
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<tbody>
<tr>
<td>1. Promotion:-</td>
</tr>
<tr>
<td>2. Training :-</td>
</tr>
<tr>
<td>(a) Manager/executives</td>
</tr>
<tr>
<td>(b) Workers</td>
</tr>
<tr>
<td>3. Motivation</td>
</tr>
<tr>
<td>4. Recruitment</td>
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<tr>
<td>5. Selection</td>
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<tr>
<td>6. Grievances</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(B) Welfare areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational, recreational, medical, transport</td>
</tr>
<tr>
<td>Welfare Management</td>
</tr>
<tr>
<td>Performance Appraisal</td>
</tr>
</tbody>
</table>
CONCLUSION:-

MML believes that for better industrial harmony there is a need of improving working condition and improvement in training programme. There should be a healthy understanding between management and workers. All facilities provide as per law but some of them are not available for workers. Trade Union in Mohan Meakin Ltd. believes that if workers are invited in decision making it can make better industrial Harmony. There is a job satisfaction, which help in maintaining industrial Harmony.

SUGGESTIONS:

- MML is the private sector unit, which manufactures the liquors.
MML is economically sound organisation which depends on the orders, MML needs change in every aspect whether it be in personnel, marketing, production, technological or in other.

As VRS scheme is unsuccessful in the organisation. If the management think itself to implement VRS, it should take advice by the consultancies so that after taking the VRS by its employees the much of the overhead cost can be cut. It is important to cut the manpower. They should be well managed by the consultancies. The management should also counsel the employees so that they can get satisfaction.

DABUR INDIA LTD.

A. Career Planning

1. Promotion:- Time bounds, Merit, Seniority, qualification.

2. Training

   (a) Managers/Executives:- Conference, lecture contact programme.

   (b) Workers :- on the job, apprenticeship.


4. Recruitment :- Internal and External

5. Selection :- Written Test, interview, psychological test.

6. Grievances :- Committee, legal action, counseling.
B. Welfare Areas

Recreational, medical, transport, canteen.

Welfare Management-Personnel/H.R.D.

(C) Performance

Performance, confidential, six monthly, merit, secret.

(D) Worker's Participation

Participation of worker's only on operating level.

E. Trade Union Nos. (Three Unions, Cordial Relations).

(a) Industrial unrest-No strike

F. Association :- No

G. Social Responsibility

Development of society, employee and Pollution Control

H. V.R.S.

Applicable above 50 years.

CONCLUSION & SUGGESTIONS :-

Hospital, transport, canteen & library etc. are provided as a welfare facility and safety measures are applicable in production machine and health. Grievances are handled in beginning on the basis of contact. Workers are working with full confidence and treated as family members. Allowances are
based on post. There is a cordial relationship between the Trade Union and Management. Management believes that Industrial Harmony can be achieved by improving working conditions and by improving training programme DIL plans for better oral facility.

**INDIAN TELEPHONE INDUSTRY (I.T.I.)**

A. **Career Planning**

1. **Promotion:**- Seniority basis, Time bound.

2. **Training**

   (a) Managers/Executives:- Conference, lecture contact programme.

   (b) Workers :- On the job, Apprenticeship.

3. **Motivation :-** Promotional, Others.

4. **Recruitment :-** Internal and External

5. **Selection :-** Written Text, interview

6. **Grievances :-** Counseling.

B. **Welfare Areas**

Welfare Areas:- Educational, Medical, Transport, Recreational.

(C) **Performance Appraisal**

A.C.R. (Annual Confidential Report)

(D) **Worker's Participation**

No participation on management level.

E. **Trade Union**

Participative, but sometimes opposite (Mazdoor Sangh)

(a) Industrial unrest: Strike before 10-12 years ago.

F. **Association**: Officer Association

G. **Social Responsibility**

Employees Social Development Programmes.

H. **V.R.S.**

Applicable

**CONCLUSION :-**

According to I.T.I. better working conditions are helpful in maintaining good industrial relations. For future planning I.T.I. wants the development of the society. V.R.S. are applicable as per policy. Grievances are handled by the personnel department. I.T.I. always work for the development of the society and work for the employee. I.T.I. is able for
maintaining the industrial harmony because not a single strike for last 10 or 12 years.

SUGGESTIONS

- ITI is one of major players in the telecom industry, which received major jolts due to privatisation and stiff competition from private players. The management and workers should know and recognize that it is high time to adopt change for betterment of ITI.

- The management should take certain harsh steps to increase the pace change even though it is being resisted.

- The management have to reduce the no. of employees. It has to strictly implement VRS scheme and make employees understand that there is no place for inefficient employees.