CHAPTER - 10
CONCLUSION
AND
SUGGESTIONS
CONCLUSION

The macro-economic changes initiated in our country, will no doubt change the facts and the facts and fortunes of organizations and individuals in those organizations. Fundamental percepts will be questioned and will perhaps undergo a change. Assumptions such as job security, periodic promotions, automatic adjustment of income to inflation, multiple unions, obsolete, labour laws shall have no longer relevance. On the other hand, the threat of exit policy, tighter budgets, leaner organizations and flatter structures throw up rather alarming portends to the individual employee. A midst these changes, organization in order to ensure their own survival. Win make increasing demands for productivity, innovation and quality. Our human resource assets have been tried and tested globally and have repeatedly emerged as winners on whatever platforms they have operated upon and yet, in the Indian environment this response till date has not been developed and channelised to its optimum. Human Resource management as a profession is today faced with this enormous of developing the human resource up to and even beyond international standards.

Managing transition in India will need more of a human resource response than a technology oriented response.

The present research study aims at presenting an overall scenario of Human Resource Management in Indian Industries. Due to the time and resource constraints, it has been decided to select a representative unit for in depth study. As such Indogulf (Jagdishpur)
has been selected. A systematic endeavor has been made to examine intensively the policies, programmes, practices pertaining to various dimensions of Human Resource Management in Indo-gulf and to ascertain the extent to which there policies have been effective in fulfilling the objective of the organization.

1. STRUCTURE OF THE BOARD:-

The success or failure of Indian Industries depend to a considerable extent on the quality and stability of its board of directors. Sound managerial practices are not built when there are frequent changes in the nature and composition of the board. Boards are quite appreciable and the same may be adopted by both private and public undertakings subject to their own need.

1. The C.M.D. of the Indo-gulf is a technocrat and not a bureaucrat. He is a man from the within having wide experiences of working in the different capacities in the Indo-gulf itself.

2. There are experienced and qualified persons from the business, industry and academic institutions on the Indo-gulf Board.

3. The number of functional or whole time directors in the Indo-gulf is one third of the total strength of the board.

4. There is a labour director on the Indo-gulf Board too. As a staunch supporter of the ‘New Culture of Industrial Relations’ he has proved to be an asset for the Indo-gulf board.

2. FUNCTIONAL AREAS AND HUMAN RESOURCE MANAGEMENT FUNCTION:- Among the various functional areas of management such as finance production and commercial, the
personnel has largely remained neglected both by the Government and mostly in the case of public sector undertakings.

Consequently they have not received adequate attention in large number of Indian Industries. This is largely the consequence to the top management's attitude towards these functions. The consequences of not giving the due recognition to the personnel function at the Board level have been quite detrimental. It is therefore necessary that a full fledged Director of Personnel should be appointed.

The sound personnel policies, rules and regulations with regard to such Human Resource Management matters such as planning, recruitment, selection, training and development, promotion and industrial relations confided and incorporated in the Indogulf Manual and running effectively in the whole organization which provide different types of training and development facilities to its employees within and outside of the organization.

3) MAN-POWER RESOURCES: - Most of the Indian Industries do not have adequate records and information on human resources. Several of those basically in PEs do not have proper retrieval systems. There are understandable difficulties in resolving the issues and complexities in design, definition and creation of computerized personnel information systems for effective Human Resource Planning and utilization. Even the current technologies and knowledge in this respect is not put to use optimally.

Recruitment forms the first stage in the process which continuous with selection and ceases with the placement of the candidate. It is the next step in the procurement functions the first being the manpower planning. The recruitment policy of public sector
undertakings has not been round and systematic but in most of the private sector undertakings they are clear-cut. The major drawback in the recruitment so far has been the inadequate attention paid in the most of the cases of PEs to the task of job analysis and laying down the precise job specifications which led to the statement of irrelevant qualifications, being prescribed for the jobs and the recruitment of more qualified persons.

In the sharp contrast Indian Industries to Indo-gulf, shows the units awareness about the evil effects of the overstaffing. The number of post sanctioned for each grade in a department shall in, no case be exceeded without the sanction of the authority competent to create a post higher permanent or temporary.

The recruitment policy of Indo-gulf is sound and clear-cut and aims at attracting and retaining the best of the personnel in each area of its functioning. It has centralized the recruitment and leads to scientific work. It gives all details about job specification and job description Indo-gulf adopts both direct and indirect method of recruitment.

4) TRAINING AND DEVELOPMENT OF HUMAN RESOURCES:-

The effectiveness of career planning in an organization system will largely depend on the extent to which training and development opportunities are made available to employees to enable them to realize their growth potential and to make contributions towards achievement of organizational objectives. Training and development activities are the main mechanisms through which
individuals' goals and aspirations can be integrated with organizational goals and requirements. As the jobs become more complex, the importance of employee development also increases. In a rapidly changing society, employee training and development are not only an activity that is desirable but also an activity that an organization must commit resources to if it is to maintain a viable and knowledgeable work force.

In Indian Industries PEs are responsible for identifying the training needs and providing the training facilities to their executives, the B.P.E., New Delhi, the nodal agency supplement their efforts by organizing programmes in collaboration with the premier management institutes.

On the other hand, most of the Private Sector established their own Management Development/Training School to trained their employees. However, the training programmes of most of the Indian Industries are not need-based.

So far as the promotion policy of the Indian Industries is concerned, it is found that different patterns in this regard. In some companies, promotions are made on the basis of merit, potential and seniority. Internal Promotions are also granted from the existing lower cadre on the basis of seniority and merit.

In public sector organizations, elaborate rules exist for regulating the seniority of employees in different service cadres. Promotions are made from this list. But often due to political pressures, the rules are violated and a person standing much lower in the list is given priority over the senior-most men.
In the private sector enterprises the promotions are generally not based upon any clear-cut rule. Efficiency is the main consideration. Unless it is a family enterprise where relationship with the proprietors or patronage might play a part. Confidential form of assessment is still in rogue in most of the Indian Industries. Many studies have suggested that the confidential form of assessment serves no purpose as the system does not allow for any objective evaluation of people.

A good appraisal system should tell the person what we expected to him, give him an opportunity to perform, provide feedback, guidance and support and establish personnel policies concerning rewards, training career development, etc. which are contingent upon one's performance.

A transfer is a horizontal or vertical movement of an employee from one position to another without involving any marked change in duties, responsibilities skills needed or compensation paid. It generally does not involve a promotion, demotion or a change in job states other than movement from one job or place to another.

Most of the Indian Industries followed the transfer policy which are generally effected to build up a more satisfactory work team and to achieve the purposes of the organization. For successful transfer policies, it is necessary to have a proper job description and job analysis.

“Separation” means cessation of service with the organization for one or other reason. In Indian Industries the employee may be separated from the pay role of a company as a result of
resignation, discharge and dismissal, suspension and retrenchment, and lay off.

"Absenteism" is the total man shifts lost because of absences as a percentage of the total number of man shifts scheduled to work. Absenteism in Indian Industry is not a new phenomenon. The Royal Commission on Labour reported that "high absenteeism prevails among industrial labour mainly due to their rural orientation and its frequent urge for rural exodus.

In sharp contrast to the training and development of human resources of Indian Industries, the training and development programmes of the Indo-gulf aims at integrating the organizational needs with the needs of the employees.

So far as the training facilities at the Indo-gulf, different types of training are provided within and outside of the organization. Besides this a number of training schemes runs for the development of employees. As far as concerned the promotion policy of Indo-gulf is an open system. Promotion rules are framed by Aditya Birla Nuvo group. The basic criteria for promotion in Indo-gulf is seniority cum Merit and Performance Appraisal. The promotion policy of Indo-gulf is fair and is co-related with career planning.

The Performance Appraisal of Indo-gulf is done annually for the period ending 31st March through confidential reports. Transfer policy of Indo-gulf is clear-cut and includes the transfer of an employee from one place to another from one post to another and from one department to another.
Normally a Indo-gulf servant is employed throughout his service at the same unit to which he is posted at the time of his first appointment.

As far as concerned separation in Indo-gulf is due to death, retirement and resignation. Resignation is voluntary in Indo-gulf. Employees turnover is very low in Indo-gulf. The rate of absenteeism in Indo-gulf is very less and the reasons found only because of the harvesting and marriage.

5) COMPENSATION:-

One of the most important factors to be taken care of in human resource management is perhaps the amount of remuneration to be paid to an employee for services rendered. In India, after the attainment of independence, there was a phenomenal increases in the number of industrial disputes mostly over wages leading to a substantial loss of production. Realizing that the industrial peace was important for the progress on the industrial as well as economic front, the Central Government convened in 1947 a tripartite conference consisting of the representatives of the employee's workers and the Government. The spirit of the truce was incorporated by the Govt. of India in its declaration of Industrial policy Resolution of 1948.

In order to achieve the first objectives of the Industrial Policy Resolution, the Minimum Wages Act 1948 was passed. In India over the years a number of legislative measures have been adopted to ensure benefits to employees of both the private and public sector undertakings.

As far as concerned the compensation in Indo-gulf, the different types of act viz. The Workman Compensation Act, 1923, The

6) MOTIVATION AND MORALE OF EMPLOYEES:-

Motivation is the process of arousing action sustaining the activity in progress and regulating the pattern of activity. It attracts factor in the continuation also serves as a objectives have been attained. In Indian Industries the term motivation is used to create conditions in which peoples are willing to work with zeal, initiative, interest and enthusiasm with a high personal and group morale satisfaction, with a sense of responsibility, loyalty and discipline and with pride and confidence in a most cohesive manner so that the goals of an organization are achieved effectively.

In Indian Industries different types of incentive system is adopted by managers of industries to motivate their executives, supervisors and workers also. In Indian Industries different methods like observation, Morale Survey. Interview method etc. are used to measure the morale and attitudes of employees.

In Indo-gulf communication channel and various incentives are used to motivate the employees. There is always continuous measurement of morale of employees working in the company.

Organization Health Survey was conducted by "Gallop" an International Health Agency in Indo-gulf and found that Indo-gulf has the maximum number of employee’s satisfaction. It is the
greatest achievement of Indo-gulf that employees are maximum satisfied with the rules, policies and management of the company.

7) INDUSTRIAL RELATION:-

"Industrial Relation" refer to a dynamic and developing concept which is not limited to "the complex of relations between trade unions and management but also refers to the general web of relationships normally obtaining between employers and employees – a web much more complex than the simple concept of labour-capital conflict.

Industrial relations in the Indian Industries as a whole cannot be described as satisfactory during the entire period of my study. The number of man days lost and workers involved due to strikes and lockouts have been frequent. An analysis of the causes of some major strikes in the Indian Industries indicates that more than one-third of these occurred due to wage-fixation, wage payments, and wage rates ‘Personnel’, ‘retrenchment’ and ‘bonus’ were another group of causes of industrial disputes. However it may be emphasized that the most important reason was only higher wages. The Works Committees and other be-partite forums have not worked successfully because of the Unions ‘rivalry’ and lack of mutual faith, trust and co-operation between the management and the labour.

As far as concerned industrial relation is Indo-gulf has remained generally free from strikes and lockouts. The whole credit for the peaceful and cordial industrial relations in the Indo-gulf goes to the undertaking oriented industrial relations system where in the undertakings clear-cut personnel rules, grievance handling and above all the Indo-gulf top participate forum.
8) INDUSTRIAL DEMOCRACY:-

In Indian Industries various participative mechanisms have been evolved, nurtured and strengthened to inculcate a sense of involvement among employees in their spheres of works so as to generate positive commitment and legitimate productive pursuits. Information consultation, Joint decision making and self-management are the four types of participation mechanism followed in Indian Industrial to provide opportunities to all levels of employees to get involved in issue and areas that affect their work and lives.

In most of the Indian Industries employees are given opportunities to express their ideas, the enterprise and the management can gain a lot. Suggestion schemes have been successfully adopted by many undertakings under which employees are given cash awards for the useful suggestion made by them.

Article 43 A of the Constitution requires the state to take steps, by suitable legislation or in any other way, to secure the participation of workers in the management of undertakings establishments or other organizations engaged in any industry. So far all the schemes pertaining to participation of workers in management have been non-statutory. At present (July 1990) there is no central law on the subject. The non-statutory schemes have not been able to provide an effective framework for a meaningful participation of workers in management. Therefore, the government has introduced a bill in the Parliament on 25th May 1990 to provide for specific and meaningful participation of workers in management at shop floor level, establishment level and board of management level in industrial establishments.
SUGGESTIONS:-

A) TO THE ADITYA BIRLA NUVO GROUP AND INDOGULF (JAGDISHPUR) MANAGEMENT:-

1) While going through the constitution of the Indo-gulf's Board, it has been found that GGMs (Executives In charge of the Indo-gulf's Division (both manufacturing and non-manufacturing) have not been made members of the Board of Directors but numbers of the Indo-gulf's Management Committee.

We feel that the B.P.E. has issued his guideline keeping in view the following four important points –

i) The GMs should be made members of the board because, being the in charge of the Units/divisions, they are directly and fully held responsible for the effective implementation of the boards policies and efficient working of the units/divisions.

ii) Through their participation the board may have first hand impression of their views/experiences with regard to the policy implications.

iii) By attending the boards meeting the GMs can have a feel of the approach and attitude of the board on different issues and

iv) They may feel motivated that their status is being recognized by the organization. In the light of the aforesaid observations and advantages, we feel and suggested that there should be direct participation of the Indo-gulf's Heads of the Division into the Board’s meetings. Even if, all of them cannot be made members, a few, by rotation, may be made members and invited to the Board’s meetings for
effective participation. This will enhance their status and there shall be
direct representation of the divisions to the Indo-gulf's Board.
2) During the course of our research investigation, it has come to our
notices that a few executives of the Indo-gulf's Personnel Department
are not professionally competent and as such employees and labour
leaders are not satisfied with the working and behaviour of such
executives. A few executives who have joined the organization with the
military background these not yet adopted fully to the values and
culture of the industrial and commercial organizations. Perhaps, this is
not in the interest of the Division and as such, it is suggested that they
should be fully exposed through suitable management programmes to
the Indo-gulf's value system and the area of scientific Human Resource
Management.
3) In the Indo-gulf's Personnel Department the merger of the functions
of manpower planning and Human Resource Management with the
Administration & Recruitment/Hindi/SC & ST cannot be held
reasonable. The manpower planning and the Human Resource
Development functions are important functions in the area of the
Human Resource Management and as such, it is suggested that there
should be a separate function for there on the line of the corporate
Personnel Department.
4) There seems to be justification as to Why Engineering & Commercial
Coordination/Offerers Establishment has been clubbed together with
the I.R. function. The I.R. functions including the participative forums
are in themselves wide functions and consumes most of the time of the
concerned executives. Hence it is suggested that for avoiding further
complication for the industrial relations which may include the
activities of the participative forums. 'Engineering and Commercial Coordination' Administration/officers Establishment may be formed as a separate functions.

5) The Policy Section, which is very important section to prepare the policy drafts and advise the top management regarding the policy matters, has been kept under the charge of a junior executive i.e. the Deputy Manager for want of such capabilities as wide experience/knowledge/boldness (not to be pressurized/dictated by the supervisors) for this type of work, this section should be placed in the wider interest of the Divisions, under a senior person better under the D.G.M. (Personnel) himself.

6) In order to build up a proper climate for the effective functioning of the bipartite forums at the Indo-gulf 's Training Institute should run more effective training programmes on 'Participative Management' for the workers, supervisors and labour leaders.

7) The duration of the management development programmes run by the HRD, in the different functional areas of management such as 'Personnel Management', 'Working Capital Management', 'Planning Monitoring & Control' etc. is less than a week. Keeping in view, the content and coverage of the courses, this duration is short and as such it is suggested that the duration of the courses should not be less than a fortnight.

8) In order to check the frustration of the E₁, E₂ and E₃ level executives of the Indo-gulf who either do not find their job challenging or exciting it is suggested that the special interest should be taken by Indo-gulf's 'Top Management' to organize 'Open Forums' for interacting with the aforesaid executives in a very cordial atmosphere, to listen patiently to
their grievances and thereafter on the basis of mutual consultations prepare the suitable job descriptions for all such levels to remove the imbalance between the promotion and increase in responsibilities.

9) More scientific recruitment methods should be adopted to ensure quality people to be selected. Key positions and competencies required within the unit for the next five years should be assessed every year. Manpower planning should be linked with other systems such as training, career planning, and recruitment and performance appraisal.

10) Company is facing problems such as failure to develop people in a planned way and to integrate the interests and competence of individuals with the interest and requirement of the organizations. Unit may think of developing a plan for meeting the career ambitions of its employees supporting the same with the manpower plan of the unit. The key performances areas may be re-look for future improvements.

11) In the area, unit is facing such as loss of credibility of promotion and reward systems, under performance standards, low expectations of superiors. Organization should take step to educate the employees on the seriousness and carefulness of appraisal and feedback system.

12) Encouraging the experimentation and creativity in an issue related to the culture and values of the organization and therefore is not amenable to short terms and quick changes. Various methods such as recognition, communication and encouragement need to be used for reinforcing these values across the various levels of the organizations. Poor leadership skills among the people too have a negative impact on experimentation and creativity. Therefore, the company may think of developing the leadership skills among the people. To develop creativity more attention should be paid to improve autonomy and empowerment.
13) There should be some more motivational and meditation activities in periodically manner to boost the moral of employee/workers and to make them stress free. Workers should be motivated for the betterment of the factory.

14) The organization should participate in 'Job Bazaar' organized by different Management Institutes and Colleges where total expense is on institute. It calls professional students from several colleges' institutes and Universities and sends their biodata to required firms and managers have to go venue fixed by institute. This save time and cost.

15) Indo-gulf should make emphasis on appointing engineers with management degrees for Personnel Department because an engineer will be able to understand the nature of the job and a person required more property than only a management degree holder. It will reduce any complexity and they will be able to understand the problems of workers and try to give improved facilities to them from time to time. While Indo-gulf has started taking engineers for HRD Department.

TO THE GOVERNMENT OF INDIA, MANAGEMENT AND TRADE UNION LEADERS:-

For improving the situation in the Indian Industries as a whole on the human front, not only the effective measures are to be taken from the side of the Central Government but also desired cooperation is needed from the Indian Management and Trade Union organizations both central and local which are in one way or the other, concerned as policy makers in the industry. Assuming that cooperation shall be available and there shall be positive change in the existing outlook of the trade union organizations.
The following suggestions may be found fruitful for improving the situation.

1) The composition and size of the board of directors of the big industrial undertakings should be recast on the pattern of the Indo-gulf's board and it should include:
   i) A.C.M.D. having considerable managerial experience both in the private and public sectors.
   ii) Experienced and qualified personnel from business, industry and academic institutions to act as part time directors.
   iii) Appointment of a good number of directors to act as whole-time officials of the company. Experienced people in such fields as technical, financial, legal personnel etc. should be appointed on the board.
   iv) The tenure of the Board should be between 3 to 5 years.
   v) Appointments to such important posts in the company as technical advisor, financial advisor, general managers of the plants to be made in consultation with the chairman to have a team of his own choice.
   vi) The GMs/executives in charge of the plants should be made members of the Board.
   vii) There should be a labour director on the board who should be an eminent labour leader from the labour movement of the country and not necessarily a man from the labour wing of the ruling party and
   viii) Through the adequate decentralization of authority at the plant level, the board should have enough time for policy issues.

2) The existing system of remunerating the labour in the Indian Industries especially in Public Sector that is a basic time scale (modified through a collective negotiation generally after a period of 4 years), dearness allowance (linked with the cost of living index) annual
statutory bonus, group incentive bonus and attractive fringe benefits, not linked either with the capacity of the undertaking or the rate of productivity is defective and needs some modification, since a total shift from a time scale wage system to the piece rate system may not be acceptable to the labour (in cases where productivity cannot be measure directly, it will be impracticable tool, it should be continued, but the existing system of dearness allowance and compulsory bonus (only increasing the labour cost and having no relation with the productivity) should be merged with the basic wage of the worker. The present distinction between the D.A. and the basic wages is highly artificial. On merger workers should have a clear perception of the pay packet and this would be a factor of motivation.

The Bonus Act should be scrapped altogether. The wage agreements should renegotiated either annually or half yearly taking into account the merged elements. The group incentive bonus may continue but it should be payable only when annual targets of production/turnover have been achieved. The fringe benefits should be continued on the present scale as PE in India have taken a lead in this respect.

3) The Central Government should prescribed uniform objectives and standards to be applied in all Indian Industries. The top management should provide dynamic leadership and fellow sound and progressive personnel policies and practices. They should adopt the ‘Systems Approach’ to the H.R.M. and on the basis of well defined H.R.M. functions should establish the well organized personnel departments. They should devise their promotion and placement policies in the
context of their organizational planning and development needs. Executive development should be given proper attention.

4) Industrial relations can’t be wholly regulated by law. The law must be there only as a residual factor and disputes should be settled in a spirit of mutual understanding, cooperation, accommodation and adjustment. The old ideas of master and servant or employers and employees, must give place to one of partnership. The old idea of 'conflict of interest' must give place to a new culture of 'community of interest'. The practice of 'Confrontation' must yield to 'cooperation'. Therefore, a radical changes is needed in the attitude of both the labour and the management.
INFORMATION SCHEDULE

1. Name of the organization:

2. No. of Employee in the organization (category wise)
   Please attached organizational chart:
   Top Level Executives ...........................................
   Middle Level Executives .................................
   Supervisory Management .................................
   Operative Staff .............................................

Please specify the method of identification of Training Needs and Selection of Participants:

................................................................................................
................................................................................................
................................................................................................

3. No. of Training Programmes organized with in the organization for various level of executives and operative staff 1997 to 2006:

<table>
<thead>
<tr>
<th>Years</th>
<th>No. of programmes</th>
<th>Days of Prog.</th>
<th>No. of participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1998</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1999</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2001</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2002</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2003</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2004</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4. No. of Employees sent to attend the Programmes organized by outside Agencies from 1997 to 2006:

<table>
<thead>
<tr>
<th>Years</th>
<th>No. of programmes</th>
<th>Days of Prog.</th>
<th>No. of participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1998</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1999</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2001</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2002</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2003</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2004</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5. No. of facilities available in the organization for training & development:

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

6. Have you evaluated the effectiveness of Training and Development Programmes:

(If yes: Please specified the method of evaluation)

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
7. How far Training & Development activities are related with the promotion & Placement of Employees in the organization:
(Follow-up of Training and Development activities)

8. H.R.D. Policies in Indogulf:
ADITYA BIRLA NUVO GROUP

Confidential Report for Officers upto Selection Grade

PART - I

PERSONAL DATA

(To be filled in by Office, Correction, if any, to be made by the officer reported upon)

1. Name (Mr./Mrs./Miss) .................................................................
   (In block letters)

2. Academic, Professional and Technical Qualifications..............................

3. (a) Designation .............................................................................

(b) SERVICE/Date for increment in Time Scale (for Group ‘A’)

(c) Date of appointment to Senior Scale (for promotees and ADMOs)

4. Date of birth ................................................................................

5. Date of continuous appointment in present grade
   Date Grade
   .............. ............

6. Various posts held during the year Designation
   and dates of appointment there to and Station Date Grade
   ........................................................................
   ........................................................................
   ........................................................................
   ........................................................................
7. Period of absence from duty
(On leave training etc. during the year. Specify training period, programme and subject).

8. Rank in Territorial Army if any.
PART - II

TO BE FILLED IN BY THE OFFICER REPORTED UPON AND
RETURNED WITHIN TEN DAYS

(Instructions given at the end of the form)

1. Brief description of duties (No enclosures to be attached) : .............

........................................................................................................
........................................................................................................
........................................................................................................
........................................................................................................
........................................................................................................
........................................................................................................
........................................................................................................
........................................................................................................
........................................................................................................

2. Quantitative/physical/financial targets/objectives (8 to 19 times, priority-wise, in order of importance including vigilance work in respect of employees/area under your control) set by yourself or that were set for you and your achievements against each. Clearly indicate your specific contribution.

<table>
<thead>
<tr>
<th>Items/Targets/objectives</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>....................................</td>
<td>...............</td>
</tr>
<tr>
<td>....................................</td>
<td>...............</td>
</tr>
<tr>
<td>....................................</td>
<td>...............</td>
</tr>
<tr>
<td>....................................</td>
<td>...............</td>
</tr>
<tr>
<td>....................................</td>
<td>...............</td>
</tr>
<tr>
<td>....................................</td>
<td>...............</td>
</tr>
<tr>
<td>....................................</td>
<td>...............</td>
</tr>
<tr>
<td>....................................</td>
<td>...............</td>
</tr>
<tr>
<td>....................................</td>
<td>...............</td>
</tr>
</tbody>
</table>
3. Shortfalls with reference to items/targets/objectives refer to in item 2.
   (mention constraints, if any, in achieving the targets and remedies.)

Signature

Place: ...................... Appraisee Officer Name ......................

Date: ......................

Designation ......................
1. Name ........................................

Designation ................................

PART III

REMARKS OF THE REPORTING AUTHORITY

(Instructions given at the end of the form)

A. NATURE AND QUALITY OF WORK

1. Comment on Part II – Specifically state whether you agree with the answers relating to targets, achievements and short-falls. Also, specify constraints, if any, in achieving the objectives. “Personal contribution made including improvements.

2. Quality of output –

Quality of performance with regard to standard of work and programme objectives, constraints, excellence in his work etc.

3. Task – relevance knowledge –

Specific comment on (i) Level of knowledge of functions, (ii) related instructions and their application.
4. Attitude towards Scheduled Castes/Scheduled Tribes/Weaker Sections of society
Understanding of the problems of Scheduled Castes and Scheduled Tribes; efforts
made to deal with them.

5. Interest taken in family welfare, primary health care and leprosy/Malaria/TB/Blindness prevention: any other special points – (for Medical Officers)

6. Interest taken in man-management, training, crime prevention, protection of vital
installations and trains: any other special points – (for RPF Officers)
B. ATTRIBUTES

1. Attitude towards work –
   Dedication, motivation, willingness to learn and systematic work. Sense of responsibility to maintain sustained quality output. Commitment to objectives.

2. Decision-making ability and judgement –
   Insight and ability to quickly go to the heart of a matter and to take decisions, to weigh pros and cons of alternatives. Collection of data and application of logic to uncover basics.

3. Initiative -
   Capacity and resourcefulness of the officer in handling unforeseen situations of his/her own and willingness to take additional responsibility and new areas of work.
4. Capacity of the officer to motivate, to obtain willing support by own conduct and to inspire confidence.

5. Communication skill (written and oral) –
   Ability to formulate points logically and to present them clearly in an effective manner Composition, style, conciseness and persuasiveness

6. Inter-personal relations and team work -
   Good personal relations with superiors, colleagues and subordinates; sense of humour and ability to mix: capacity to work as a member of a team and to promote team spirit. Consideration for other. Interdependent cooperation.
C. ADDITIONAL ATTRIBUTES –
(for officers of 12 years of services and above Group ‘A’)

1. Planning ability
   Whether the officer anticipates problems/work-needs and plan to be able to provide for contingencies.

2. Supervisory ability
   Ability relating to:
   (i) Proper assignment of tasks:
   (ii) Identification of proper personnel for performing the tasks:
   (iii) Guidance in the performance of tasks and
   (iv) Review of performance

3. Coordination ability -
   The extent to which officer is able to achieve coordination of formulation and implementation of tasks and programmes by different functionaries involved
4. **APTITUDE AND POTENTIAL**

Please indicate three fields of work from amongst the following for possible specialization and career development of the officer. Please mark 1,2,3 in three appropriate boxes.

1. Professional field management
2. Professional administration
3. General management and coordination
4. Planning
5. Project management
6. Research and development
7. Resource management
8. Systems analysis and synthesis
9. Policy formulation
10. Hospital administration (for Medical Officers)
11. Investigation work (for Medical Officers)
12. Any other field (Please specify)
5. Training-
Give recommendations for training with a view to further improving the effectiveness and capabilities of the officer. (While specify the areas of training, it is not necessary to the fields referred in item 4 above).

PART-IV GENERAL
1. State of health .................................................................
2. Integrity -(See note below the instructions on last page )

3. General assessment
   (i) Overall assessment with reference to strengths and shortcomings: also draw attention to qualities not covered by the earlier entries.

(i) Please comment on the following :
   (a) Safety Consciousness : ..............................................
   (b) Approach to Customers : ............................................
   (c) Innovation; new technology Progression : ...................
   (d) Human Resource Development : ...............................
(e) Expenditure and Staff Control :  
(f) Environment Improvement :  

Note: Please write in the Box: ‘E’ for Excellent
‘VG’ for Very Good
‘G’ for Good
‘A’ for Average
‘NA’ for Not Applicable.

4. Any adverse remarks including penalties imposed or warning / displeasure’s communicated -

5. Grading- (Outstanding/Very Good / Average / Below Average)

(An officer should not be graded outstanding unless exceptional qualities and performance have been noted; grounds for giving such a grading should be clearly brought).

6. **FITNESS FOR PROMOTION**

<table>
<thead>
<tr>
<th>Authority</th>
<th>In the Deptt.</th>
<th>In General Posts</th>
<th>**Post of ADRM/DRM</th>
</tr>
</thead>
<tbody>
<tr>
<td>* Reporting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reviewing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accepting</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

❖ To be recorded by an officer not below JA rank.
❖ Applicable to JA Section Grade officers only.

NOTE:-

(i) No officer can give Fitness for posts higher than his own.
(ii) Write 'Yes' or 'No' in each box.

<table>
<thead>
<tr>
<th>Place:</th>
<th>Reporting Authority</th>
<th>Signature</th>
<th>Name</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PART – V

REMARKS OF THE REVIEWING AUTHORITY

1. Length of service under the Reviewing Authority.

2. Are you satisfied that the Reporting Authority has made his/her report with due case and attention, after taking in to account all the relevant material?

3. Do you agree with the assessment of the officer given by the Reporting Authority? Is there anything you wish to modify or add?
   (In case of disagreement, specify the reasons in para 4)

4. General remarks including comments on the assessment/grading given by the Reporting Authority as well as on the minorities’ work of the officer, which may justify his/her, selection for special assignments or out of turn promotion.
NOTE – Please fill Fitness Column (Item 6 of part IV)

<table>
<thead>
<tr>
<th>Place:</th>
<th>Reporting Authority</th>
<th>Signature ...............</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td></td>
<td>Name ....................</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Designation.............</td>
</tr>
</tbody>
</table>
Name ........................................
Designation .............................

PART – VI REMARKS OF THE ACCEPTING AUTHORITY

..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
..........................................................................................................................
Note: Please fill fitness Column (Item 6 to part IV)

Place: .................................................. Reporting: ...........................................
Date: ..................................................... Authority: ...........................................

Signature ....................... Name .........................

Designation ....................
CONFIDENTIAL REPORT FOR OFFICERS IN SENIOR ADMINISTRATIVE GRADE

PART - I

PERSONAL DATA

(To be filled in by Office, Correction, if any, to be made by the officer reported upon)

9. Name (Mr./Mrs./Miss) .................................................................
    (In block letters)

10. Academic, Professional and Technical Qualifications

    .................................................................

11. (a) Designation .................................................................

    (b) SERVICE/Date for increment in Time Scale (for Group ‘A’)

12. Date of birth .................................................................

13. Date of continuous appointment
    in present grade

    .................................................................

14. Various posts held during the year
    Designation
    and dates of appointment there to
    and Station

    .................................................................
15. Period of absence from duty
(On leave training etc. during the year. Specify training period, programme and subject).

16. Rank in Territorial Army if any.
PART - II

TO BE FILLED IN BY THE OFFICER REPORTED UPON AND RETURNED WITHIN TEN DAYS

(Instructions given at the end of the form)

4. Brief description of duties (No enclosures to be attached):

......................................................................................................................
......................................................................................................................
......................................................................................................................
......................................................................................................................
......................................................................................................................
......................................................................................................................
......................................................................................................................
......................................................................................................................
......................................................................................................................

5. Quantitative/physical/financial targets/objectives (8 to 19 times, priority-wise, in order of importance including vigilance work in respect of employees/area under your control) set by yourself or that were set for you and your achievements against each. Clearly indicate your specific contribution.

<table>
<thead>
<tr>
<th>Items/Targets/objectives</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>..................................................</td>
<td>..................................................</td>
</tr>
<tr>
<td>..................................................</td>
<td>..................................................</td>
</tr>
<tr>
<td>..................................................</td>
<td>..................................................</td>
</tr>
<tr>
<td>..................................................</td>
<td>..................................................</td>
</tr>
<tr>
<td>..................................................</td>
<td>..................................................</td>
</tr>
<tr>
<td>..................................................</td>
<td>..................................................</td>
</tr>
<tr>
<td>..................................................</td>
<td>..................................................</td>
</tr>
<tr>
<td>..................................................</td>
<td>..................................................</td>
</tr>
</tbody>
</table>
6. Shortfalls with reference to items/targets/objectives referred to in item 2. (mention constraints, if any, in achieving the targets and remedies.)

Signature

Place: ...................... Appraisee Officer Name ......................

Designation ......................

Date: ............................

7. Name ............................

Designation ......................

**PART - III**

**REMARKS OF THE REPORTING AUTHORITY**

*(Instructions given at the end of the form)*

**A. NATURE AND QUALITY OF WORK**

1. Comment on Part II – Specifically state whether you agree with the answers relating to achievements and short-falls. Also, specify constraints, if any, in achieving the objectives. "Personal contribution made including improvements.

..................................................................................................................

..................................................................................................................

..................................................................................................................

..................................................................................................................

..................................................................................................................

..................................................................................................................

..................................................................................................................
8. Quality of output —
Quality of performance with regard to standard of work and programme objectives, constraints, excellence in his work etc.

9. Task – relevance knowledge –
Specific comment on (i) Level of knowledge of functions, (ii) related instructions and their application.

10. Attitude towards Scheduled Castes/Scheduled Tribes/Weaker Sections of society
Understanding of the problems of Scheduled Castes and Scheduled Tribes; efforts made to deal with them.
11. Interest taken in family welfare, primary health care and leprosy/Malaria/TB/Blindness prevention: any other special points – (for Medical Officers)

12. Interest taken in man-management, training, crime prevention, protection of vital installations and trains: any other special points – (for RPF Officers)
B. ATTRIBUTES

1. Leadership & Management Qualities –
   (a) Ability to withstand stress: ..................................................
   (b) To continue original ideas and new methods to achieve the targets: ..................................................
   (c) Commitments and steadfastness:
   (d) Ripe understanding of men and matters ..................................................
   (e) Organizing capacity:
   (f) Ability to motivate individuals:
   (g) Provide clear guidance and training to subordinates:

2. Initiative, Planning & Decision-making abilities –
   (a) To anticipate new situations: ..................................................
   (b) Versatility & enterprise:
   (c) To plan advance action by making quick and right decisions after weighing pros & cons: ..................................................
   (d) Collection of data and application of logic to uncover basics: ..................................................

3. Communication Skill (written and oral)
   Ability to formulate points logically and to present them clearly in an effective manner Composition, style, conciseness and persuasiveness
   (a) Written ............................................................................
   ..................................................................................
   ..................................................................................
   (b) Oral .............................................................................
   ..................................................................................
4. Appraising Ability -
Recording performance of subordinates in an impartial and objectives manner.

5. Inter-personal relations and team work -
Good personal relations with superiors, colleagues and subordinates; sense of humour and ability to mix: capacity to work as a member of a team and to promote team spirit. Consideration for other. Interdependent cooperation.

6. Skill in dealing with the public -
Accessibility, responsiveness to the needs of the common man: persuasiveness.
7. Boldness and resoluteness in execution of duties with emotional stability in the face of stress, including danger to person – (for RPF Officers)
## FITNESS FOR POSTING/PROMOTION

<table>
<thead>
<tr>
<th>Posts</th>
<th>Authority</th>
<th>Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Report-ing</td>
<td>Review-ing</td>
</tr>
<tr>
<td>PHOD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AGM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DG/RHS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DG/RPF</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GM-PU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GM-CON</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GE/RE</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note:**

(i) No officer can give fitness for posts higher than his own.

(ii) Fitness for AGM and GM will not be given unless the reportee officer has completed 22 and 25 years of service respectively in Group ‘A’.

This can be recorded only by General Managers and higher authorities.
(iii) Write 'Yes' or 'No' in each box.

<table>
<thead>
<tr>
<th>Place:</th>
<th>Reporting</th>
<th>Signature ...............</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td>Authority</td>
<td>Name ....................</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Designation.............</td>
</tr>
</tbody>
</table>
1. Length of services under the Reviewing Authority

2. Are you satisfied that the Reporting Authority has made his/her report with due care and attention, after taking into account all the relevant material?

3. Do you agree with the assessment of the officer given by the Reporting Authority? Is there anything you wish to modify or add? (In case of disagreement, specify the reasons in Para 4)

7. General remarks including comments on the assessment grading given by the Reporting Authority as well as on the meritorious work of the officer, which may justify his/her selection assignments or out of turn promotion.
Note: - Please fill Fitness Column (Item 6 of Part IV)

<table>
<thead>
<tr>
<th>Place:</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Reviewing</td>
</tr>
<tr>
<td>Date:</td>
<td>Name</td>
</tr>
<tr>
<td></td>
<td>Authority</td>
</tr>
<tr>
<td></td>
<td>Designation</td>
</tr>
</tbody>
</table>

Name ........................................

Designation ..................................
PART - VI

REMARKS OF THE ACCEPTING AUTHORITY

Note: Please fill Fitness Column (Item 6 of part IV)

Place:                     Signature
Reviewing Name
Date:                      Authority Designation
"Questionnaire for the study of

HUMAN RESOURCE MANAGEMENT

IN

INDOGULF FERTILIZERS, JAGDISHPUR

A: FOR WORKERS

I. PERSONAL DATA:

1. Name:

2. Address:

3. (a) Age (in Years) :

Male/Female

(b) Sex :

4. Education:

(a) General :

(b) Technical (if any)

5. Experience:

6. Marital Status:

7. Date of Joining (Varanasi):

8. Department & Section:

9. Designation when joined:

10. Present Designation & :

Date of joining

11. Nature of work: Skilled/ Semi-Skilled/Unskilled

12. Scale & Total emoluments:

(a) When Joined :

(b) At Present:
II. **Employment, TRAINING, PROMOTION, TRANSFER ETC.**

1. How did you come to the present job? Tick (/) the correct one.
   (a) Through the employment exchange
   (b) Through Friends
   (c) Through the Contractor
   (d) Through Co-workers
   (e) Through Newspaper advertisement
   (f) Any other source

2. Who selected you for the present job?

3. Do you think, selection in the Indogulf has been fair?  
   Yes/No/Don’t know

4. Did you get induction training? Yes/No

5. Who gave you the induction training?

6. What training have you got and where?

7. Do you find your training useful? Yes/No

8. Are you satisfied with the training facilities of Indogulf?  
   Yes/No (reasons)

   a. Do you feel that an honest person can progress in  
   Yes/No/Don’t know

17. What counts most for promotion?  
   Merit/Seniority/Merit-cum-Seniority/Political influence/Personal favour of a manager/Influence of trade union/training

18. How is your performance evaluated in the Organization?  
   Confidential report/Factor comparison method/Any other

19. Are you satisfied with the performance appraisal system of the organization?  
   Yes/No

20. Are you satisfied with the transfer policy of the Indogulf? Yes/No
(a) If Yes, why?
(b) If No, why?

21. Is your present placement according to your aptitude and experience?

22. How will you grade your job satisfaction? High/Moderate/Low

23. Are working conditions congenial for effective performance in the Indogulf.

24. Are you proud of working in the Indogulf? Yes/No

25. How do you rate the Indogulf as compared for effective performance in the Indogulf?

26. Is there adequate scope for your career growth and development in the Indogulf?

27. Has your promotion given you desired status within and outside the Indogulf?

28. Does your promotion make any difference with regard to authority & responsibility?

29. To what extent are you satisfied with the following welfare amenities provided by the Indogulf (Jagdishpur):

(a) Housing High/Moderate/Low
(b) School High/Moderate/Low
(c) Medical High/Moderate/Low
(d) Transport High/Moderate/Low
(e) Canteen High/Moderate/Low
(f) Provident Fund High/Moderate/Low
(g) Group Insurance Scheme High/Moderate/Low
(h) House Building Advance High/Moderate/Low
(i) Leave rules High/Moderate/Low
III. **INDUSTRIAL RELATIONS:**

1. What is the general state of Labour Management relations in the Indogulf (Jagdishpur) Strained/Very strained/Cordial/Very cordial

2. What is the frequency of strikes & lockouts in the Indogulf (Jagdishpur) Rare/Frequent/Very frequent

3. Do you remember any major strikes, lockouts, gheraos, work-stoppage, etc. organized in the preceding years? Please specify.

4. To what extent personnel department is successful in handling labour problems.
   Successful/Very successful/Unsuccessful

5. If the no. of strikes in the Indogulf (Jagdishpur) is nil or small, tick (√) the factors responsible for it.
   (a) Good attitude of management.
   (b) Existence of a strong trade union.
   (c) Good implementation of labour laws.
   (d) Timely implementation of awards and negotiations by management.
   (e) Effective handling of labour affairs by a well organized personnel department.
   (f) Progressive personnel policies & rules of the company.
   (g) Existence of an excellent grievance settlement machinery.
   (h) Useful role of the Joint, Committee and successful Operation of workers’ participation programs at all the three levels.
   (i) Respect for the code of discipline & code of conduct.
   (j) Any other.

6. If there is industrial unrest in the organization, tick (✔) the factors responsible for it :
   (a) Multiplicity of trade unions.
(b) Intense inter-union rivalry.
(c) Violent attitude of unions & workers.
(d) Lack of a good personnel development.
(e) Indifferent attitude of management.
(f) No respect for awards and mutual negotiations by management & union.
(g) Free violation of code of discipline & code of conduct.
(h) Ineffective grievance settlement machinery.
(i) Lack of communication, supervision etc.
(j) Any other.

7. Are you a member of any trade union?
   If yes, please mention the name:

8. Why did you join the union?
   (a) To get a rise in wages
   (b) To get bonus
   (c) To safeguard against victimization
   (d) There is strength in unity
   (e) For getting help during strike/lockout
   (f) To solve individual grievances
   (g) For better welfare facilities
   (h) Any other

9. If you are not a member, please state the reasons for not joining :-
   (a) Fear of victimization
   (b) Because unions are dominated by politicians
   (c) Outside leadership
   (d) Multiplicity of unions
   (e) Union does not take any substantial measure.
10. How far is your union useful to workers?
   Very useful/Useful/Moderately useful/Slight useful.

11. Does management discriminate between the workers a recognized trade union and unrecognized trade union?
   Discriminate/Does not discriminate

12. What is the attitude of non-recognized trade union Cooperative/Non cooperative/Uncooperative Hostile/Very hostile.

13. What is the general attitude of Management towards unions and workers?
   Cooperative/Hostile/Very hostile

14. Does Management favour any particular trade-union? Yes/No
   (Please mention the name)

15. In the preceding years to what extent has the recognized union been successful in negotiating with the management?
   Very successful/Successful/Partly Successful/Unsuccessful

16. In successful cases, what were the main factors responsible for success in reaching agreements?
   (a) Solidarity of workers
   (b) Justified demands
   (c) Capable union leaders
   (d) Any other.

17. What are the factors responsible for the failure of the union in negotiation?
   (a) Disunity of workers
   (b) Unjustified demands
   (c) Non-cooperative attitude of management
   (d) Incompetent leadership
   (e) Any other
18. What role does union play in maintaining harmonious labour management relationship?
   (a) Constructive/Dormant/Destructive
   (b) Effective/Partially effective/Ineffective.

19. What has been the state of implementation of labour laws in the plant?
    Satisfactory/Unsatisfactory/Excellent

20. What ways workers favour for the settlement of industrial disputes?
    (a) Mutual negotiations – Not fav./Most fav./Less fav.
    (b) Collective bargaining – Not fav./Most fav./Less fav.
    (c) Conciliation – Not fav./Most fav./Less fav.
    (d) Adjustment – Not fav./Most fav./Less fav.
    (e) Arbitration – Not fav./Most fav./Less fav.

21. What is the state of violation of code of discipline in the Indogulf Feely violated/Occasionally violated/Respected

22. What is the state of violation of code of conduct?
    Freely violated/Occasionally violated/Respected.

23. In your opinion, who may held responsible for such violation in most cases?
    Unions/Management

24. What is the state of functioning of Grievance settlement machinery?
    Satisfactory/Unsatisfactory/Very satisfactory

25. What are the causes of labour indiscipline?
    (a) Trade union rivalries
    (b) Ignorance & illiteracy of workers
    (c) Instigation or misguidance by outsiders
    (d) Dissatisfied with the management

DATE: 

SIGNATURE:
“Questionnaire for the study of
HUMAN RESOURCE MANAGEMENT
IN
INDOGULF FERTILIZERS, JAGDISHPUR
B : FOR EXECUTIVES & SUPERVISORS

I. PERSONAL DATA:

1. Name :

2. Address :

3. (a) Age (in Years) :
   (b) Sex : Male/Female

4. Education :
   (a) General :
   (b) Technical (if any)

5. Experience :

6. Marital Status :

7. Date of Joining (Indogulf):

8. Department & Section:

9. Designation when joined :

10. Present Designation & Date of joining :

11. Nature of work : Skilled/ Semi-Skilled/Unskilled

12. Scale & Total emoluments:
   (a) When Joined :
   (c) At Present : 
II. ORGANISATION STRUCTURE RELATIONSHIP, DELEGATION ETC:

1. Does the basis upon which activities have been grouped (Departmentation done) in the (Indogulf) seem to be appropriate to you in relation to the technology, environment & coverage of the enterprise? Yes/No

2. Do you feel the General Manager of the (Indogulf) should also be made member of the Aditya Birla Group

3. Should there be, in your opinion, workers representation in the Indogulf's Board. Yes/No

4. Are the 'Line' and 'Staff' relationship in the Indogulf (Jagdishpur) cordial?

8. What is your opinion with regard to organization of Personnel Department in the Indogulf (Jagdishpur) Scientifically organized/Unscientifically orgn.

9. Are you satisfied with the working of the Personnel Department? Yes/No

10. Do you feel that being an executive of the Indogulf (Jagdishpur), you enjoy more powers by way of delegation than in other public sector organizations? Enjoy More Powers/Enjoy Less Powers

III. EMPLOYMENT, TRAINING, PROMOTION, TRANSFER ETC.:

1. How did you come to the present job?
   Tick (/) the correct one.
   (a) Through the Employment Exchange
   (b) Through Friends
   (c) Through Newspaper Advertisement
   (d) Any other source
2. Who selected you for the present job?

3. Do you think, selection in the Indogulf (Jagdishpur) has been fair? Yes/No/Don’t know

4. Did you get induction training? Yes/NO

5. Who gave you induction training?

6. What training have you got and where?

7. Do you find your training useful?

8. Are you satisfied with the training facilities in the Indogulf?

9. Do you feel that an honest person can progress in the Indogulf? Yes/No/Don’t know

10. What counts most for promotion?
    Merit/Seniority/Merit-cum-Seniority/Political influence/Personal favour of a management/Influence of Associations/Training

11. What is the method of performance evaluation in the organization?

12. Are you satisfied with the performance evaluation system of the organization?

13. Are you satisfied with the transfer policy of the Indogulf (Varanasi)? Yes/No
    (a) If Yes, why?
    (b) If no, why?

IV. INDUSTRIAL RELATIONS:

1. What is the general state of industrial relations in the Indogulf (Jagdishpur?) Strained/Very strained/Cordial/Very cordial

2. What is the frequency of strikes/Lockouts in the Indogulf (Jagdishpur). Rare/Frequent/Very frequent

3. Do you remember any major strikes, lockouts, gheraos, work-stoppages etc. Organized during the preceding years? Please specify.
4. To what extent Personnel Department is successful in handling labour problems. Successful/Very successful/Unsuccessful

5. If the number of strikes etc. in the Indogulf is nil or small, tick (/) the factors responsible for it.

(a) Good attitude of Labour
(b) Existence of a strong trade union.
(c) Good implementation of Labour laws.
(d) Mutual respect for awards & negotiations by both Labour & Management.
(e) Effective handling of labour matters by a well-organized personnel Deptt.
(f) Progressive personnel policies settlement machinery.
(g) Useful role of the Joint Committee and successful operation of workers Participation Programs the three levels.

(h) Respect for the code of discipline & code conduct.
(i) Any other.

6. If there is industrial unrest in the organization,

Tick (/) the factors responsible for it:

(a) Multiplicity of trade unions & Associations.
(b) Intense inter-union rivalry.
(c) Violent attitude of unions of workers.
(d) Lack of a good Personnel Department.
(e) Indifferent attitude of Management.
(f) Lack of respect for awards & Mutual negotiations.
(g) Free violation of code of discipline & code of conduct.
(h) Ineffective Grievance Settlement machinery.
(i) Lack of effective communication.
(j) Any other.
7. Are you member of any Association?
   Mention the name:

8. Why did you join the Association?
   (a) To get a rise in salaries.
   (b) To get bonus.
   (c) To safeguard against victimization.
   (d) There is strength in unity.
   (e) For getting help during strike.
   (f) For better welfare facilities.
   (g) Any other.

9. If you are not a member, please state the reasons for not joining:
   (a) Fear of victimization
   (b) Because Associations are dominated by politicians
   (c) Outside Leadership
   (d) Multiplicity of Associations
   (e) Associations do not take any substantial measure.

10. How for your Association is useful to its members?
    Very useful/Useful/Moderately useful/Slight useful.

11. What is the general attitude of Indogulf Management towards your
    Association & its members? Coopertive/Hostile/Ver hostile.

12. Does Indogulf Management favour any particular Association? Yes/No
    Please mention the name:

13. In the preceding years, to what extent, your Association has been successful
    in negotiating with the Indogulf Management?
    Very successful/Successful/Partly successful/Unsuccessful

14. In successful cases, what were the main factors responsible for success in
    reaching arrangements?
(a) Solidarity of members.
(b) Justified demands.
(c) Capable Association Leaders.
(d) Any other.

15. What is the state of implementation of Labour laws in the Indogulf (Jagdishpur)?
Satisfactory/Unsatisfactory/Excellent

16. What ways workers favour for the settlement of industrial disputes?

(a) Mutual negotiations - Not fav./Most fav./Less fav.
(b) Collective Bargaining Not - Not fav./Most fav./Less fav.
(c) Conciliation - Not fav./Most fav./Less fav.
(d) Adjudication - Not fav./Most fav./Less fav.
(e) Arbitration - Not fav./Most fav./Less fav.

17. What is the state of violation of code of discipline in the Indogulf?
## PROFIT AND LOSS ACCOUNT

--- | --- | --- | --- | --- | --- |
Income from operations | 3,577.89 | 2,786.39 | 1,988.04 | 1,717.61 | 1,593.35 |
Less: Excise duty | 157.42 | 144.34 | 127.20 | 140.22 | 150.93 |
Net income from operations | 3,420.41 | 2,642.05 | 1,860.84 | 1,577.39 | 1,442.42 |
Other income | 44.51 | 28.44 | 9.72 | 14.23 | 10.00 |
Total income | 3,464.98 | 2,665.49 | 1,870.56 | 1,591.62 | 1,452.42 |
(Increase)/decrease in stocks | (45.48) | (41.32) | (11.16) | (21.01) | (3.87) |
Cost of materials | 1,840.36 | 1,447.57 | 999.60 | 816.30 | 686.81 |
Salaries, wages and employee benefits | 193.22 | 164.10 | 124.97 | 117.43 | 122.83 |
Manufacturing selling and other expenses | 876.09 | 657.45 | 493.00 | 421.08 | 406.46 |
Interest and other expenses (net) | 171.16 | 55.79 | 18.73 | 14.82 | 21.72 |
Total expenses | 9,032.35 | 2,277.89 | 1,625.14 | 1,348.62 | 1,293.95 |
Profit before depreciation/amortization and exceptional | 432.63 | 887.60 | 245.42 | 243.00 | 218.47 |
Depreciation/amortization | 120.32 | 111.81 | 77.74 | 77.59 | 67.81 |
Marketing/technical knowhow expenditure written off | - | - | 2.95 | 3.93 | 3.93 |
Profit before exceptional items and tax | 312.91 | 275.79 | 164.73 | 161.48 | 146.73 |
Exceptional items | (1.23) | (4.04) | (7.65) | 19.95 | (18.66) |
Profit after exceptional items | 311.08 | 271.75 | 157.08 | 181.43 | 128.07 |
Provision for current tax | 98.82 | 92.97 | 45.85 | 44.25 | 9.00 |
Provision for deferred tax | 15.16 | (6.91) | (1.99) | 5.90 | 25.22 |
Provision for tring benefit tax written bact | 3.39 | 4.25 | - | - | - |
Tax provision of earlier year | (91.26) | (5.49) | - | - | (11.48) |
Net Profit | 224.97 | 186.93 | 113.72 | 131.28 | 105.33 |
FINANCIAL PROFILE

(Balance Sheet)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Fixed Assets</td>
<td>1,308.13</td>
<td>1,135.52</td>
<td>810.28</td>
<td>737.47</td>
<td>684.00</td>
<td>775.20</td>
<td>813.96</td>
<td>885.87</td>
<td>1,054.63</td>
<td>1,644.03</td>
</tr>
<tr>
<td>Investment</td>
<td>3,473.87</td>
<td>1,410.24</td>
<td>618.31</td>
<td>581.63</td>
<td>412.19</td>
<td>435.12</td>
<td>312.63</td>
<td>229.83</td>
<td>224.67</td>
<td>139.31</td>
</tr>
<tr>
<td>Long-term strategic investment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other investment</td>
<td>375.52</td>
<td>285.55</td>
<td>81.35</td>
<td>159.99</td>
<td>102.10</td>
<td>4.67</td>
<td>31.19</td>
<td>114.32</td>
<td>215.52</td>
<td>227.73</td>
</tr>
<tr>
<td>Total investment</td>
<td>3,849.39</td>
<td>1,675.79</td>
<td>699.66</td>
<td>741.63</td>
<td>514.30</td>
<td>439.79</td>
<td>343.82</td>
<td>344.16</td>
<td>440.19</td>
<td>367.04</td>
</tr>
<tr>
<td>Net Current Assets</td>
<td>972.94</td>
<td>1,127.57</td>
<td>462.67</td>
<td>318.95</td>
<td>359.85</td>
<td>425.24</td>
<td>438.09</td>
<td>441.41</td>
<td>569.52</td>
<td>576.20</td>
</tr>
<tr>
<td>Miscellaneous Exp.</td>
<td>-</td>
<td>-</td>
<td></td>
<td>2.95</td>
<td>6.88</td>
<td>10.81</td>
<td>14.74</td>
<td>18.67</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(Not Written Off.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital employed</td>
<td>6,130.46</td>
<td>3,938.88</td>
<td>1,927.61</td>
<td>1,801.00</td>
<td>1,565.11</td>
<td>1,651.12</td>
<td>1,610.61</td>
<td>1,647.04</td>
<td>2,064.34</td>
<td>2,587.27</td>
</tr>
<tr>
<td>Net worth represented</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity Share Capital</td>
<td>93.31</td>
<td>83.50</td>
<td>59.88</td>
<td>59.88</td>
<td>59.88</td>
<td>59.88</td>
<td>59.88</td>
<td>67.48</td>
<td>67.48</td>
<td></td>
</tr>
<tr>
<td>Reserve and Surplus</td>
<td>3,031.24</td>
<td>2,124.11</td>
<td>1,294.18</td>
<td>1,207.80</td>
<td>1,110.91</td>
<td>1,030.91</td>
<td>1,082.79</td>
<td>1,034.06</td>
<td>1,345.00</td>
<td>1,510.03</td>
</tr>
<tr>
<td>Net Worth</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loan Fund</td>
<td>3,124.55</td>
<td>2,120.76</td>
<td>1,354.06</td>
<td>1,267.68</td>
<td>1,170.79</td>
<td>1,090.79</td>
<td>1,142.69</td>
<td>1,093.94</td>
<td>1,413.28</td>
<td>1,577.51</td>
</tr>
<tr>
<td>Long Term</td>
<td>1,650.66</td>
<td>965.69</td>
<td>285.30</td>
<td>211.54</td>
<td>197.80</td>
<td>282.73</td>
<td>317.31</td>
<td>320.43</td>
<td>534.03</td>
<td>865.53</td>
</tr>
<tr>
<td>Others</td>
<td>1,181.17</td>
<td>597.88</td>
<td>207.73</td>
<td>194.27</td>
<td>70.10</td>
<td>76.40</td>
<td>150.63</td>
<td>275.74</td>
<td>117.03</td>
<td>114.29</td>
</tr>
<tr>
<td>Total Loan Funds</td>
<td>2,831.83</td>
<td>1,653.57</td>
<td>493.03</td>
<td>405.81</td>
<td>267.90</td>
<td>459.13</td>
<td>459.94</td>
<td>596.17</td>
<td>651.06</td>
<td>1,009.76</td>
</tr>
<tr>
<td>Deferred Tax</td>
<td>174.08</td>
<td>167.70</td>
<td>125.52</td>
<td>127.51</td>
<td>26.42</td>
<td>101.20</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
BIBLIOGRAPHY

I- Books: -


8) Blum, M. L. : Industrial Psychology and Its


16) Echance, D.N. and Agarwal, R. D. : Delegation of Authority: A Comparative Study of Public and Private Sector Units in
17) Flanders, Allan : Experiment in Industrial Democracy, Faber and Faber, London 1968.


25) Kole sov. V. : The Public Sector: An Effective


33) Nigam, R. K. : Management of Public Sector


II Journals :- (A)

(1) Decision : Indian Institute of Management Calcutta.

(2) Facts of you : Nehru Place, New Delhi.

(3) Harvard Business Review : Greenwich, U.S.A.

(4) Indian Worker : I.N.T.U.C.; New Delhi

(5) Indian Journal of Industrial Relations: - Sri Ram Centre for Industrial Relations & Human Resource, New Delhi.

(6) IPE Journal : Institute of Public Enterprise Hyderabad.

(7) Indian Management : All India Management Association, New Delhi.

(8) Indian Journal of Commerce : Indian Commerce Association, Bhubaneshwar (Orissa).

(9) Indian Journal of Labour Economics: Deptt. of Economics, University of Lucknow.


(11) Lok Udyog : Bureau of Public Enterprise,


(B) Government of India Publications :-

1) Reports the Gorwala Committee on the Efficient Conduct of State Enterprises (Chairman: A.D. Gorwala), Planning Commission, New Delhi, 1951.


4) Report, the High-Powered Expert Committee on companies and MRTP Acts (Chairman : Justice Rajinder Sachar), New Delhi, August, 1978.

5) Report, the Sanat Mehta Committee (Chairman: Shri Sanat Mehta, former Minister of Finance and Labour, Gujarat) constituted to examine items & of the agenda of the National Labour Conference (1982).

(C) Indogulf (Jagdishpur) Publications :-

(1) Annual Reports

(2) Indogulf's Pamphlet

(3) 6 Jagat Shaktiman – Indogulf's (Jagdishpur) House Journal.

(D) Miscellaneous Publications :-


-By Ghosh Subratis
(2) Rockefeller Foundation Report March 1977
   - By Stifel, etal (Ed.)

(3) INTUC Report (December 1980 to April 1984), 23rd session,
    Koyala Nagar, Dhanbad (Bihar)
   - By Ramanujam. g.

(4) 'Indian Labour Year Book, 1984', Labour Bureau, Ministry of
    Labour, Government of India.


(E) Acts (As Amended up to date)
1) The Industrial Disputes Act, 1947.
2) The Indian Trade Union Act, 1926.
4) Indian Companies Act, 1956.

(F) Dailics :-
1) The Economic Times.
2) The Times of India.
3) The Hindu.
4) The Hindustan Times.
5) The 'AJ'.
6) Jana satta.