CHAPTER 7 - INTRODUCTION TO FORCE MOTORS LTD.
7.1 INTRODUCTION

FORCE MOTORS

Late Shri N.K. Firodia, a dedicated Gandhian and Visionary Industrialist, was the Founder-Managing Director of Force Motors. Having participated in the freedom struggle for India in 1932 and 1942 he was determined to achieve Industrial modernization for India. He established, starting in 1950, in Collaboration with Vidal & Sohn, Hamburg, Germany the import and later progressive manufacture in India of the Tempo 3-Wheeler.

On 15th August 1957, the 10th anniversary of Indian independence, Mr. N.K. Firodia signed a collaboration with Vidal & Sohn Tempo Werke GmbH for phased manufacturing of TEMPO 3-WHEELER & manufacturing was started in a small plant at Goregaon, Bombay. The initial licensed capacity granted by the government was 1000 vehicles per year and 80 vehicles per month.

Expanding the business in 1961, the Company acquired about 150 acres of land in Akurdi near Pune. The production was transferred to Pune by the end of 1964. Ambitious plans for producing Light Commercial Vehicles for the growing industrial economy of India were drawn up. The manufacture of TEMPO VIKING 4-Wheeled Trucks & Vans commenced in November 1964. The licensed capacity was increased to 6000 vehicles per year.

The VIKING vehicle subsequently was upgraded with a diesel engine and the MATADOR was born. The production of Matador commenced in 1969. In 1975, the manufacturing capacity of the company was increased to 12,000 vehicles per year, in addition to 6,000 diesel engines for other purposes.

The collaborator company in Germany, in the wave of mergers during the 70s merged eventually with Daimler-Benz. In July 1982, the company in a new collaboration - with the then Daimler Benz - produced the Mercedes Benz OM 616 engine under license for fitting on its line of vehicles.

The TRAX Vehicle, specifically designed for the rough roads of rural India was developed by the Company's Research & Development department, to cater to the growing mechanisation of passenger transport in rural India.
To further modernise its LCV product range, the Company took up the production of the TRAVELLER, under license from Daimler-Benz. A new Plant was set up in 1987, on a greenfield site in Central India at Pithampur in Madhya Pradesh. This modern facility was developed in close co-operation with Daimler-Benz. The plant is equipped with a modern conveyorised body welding and Electrophoretic dip painting shop. The Plant has been expanded to house a new Press Shop in 1997.

Today, Force Motors makes a full family of vehicles - the New Trump, Traveller Shaktiman, Trax and Citiline range of Buses & the Balwan and Orchard range of Tractors. These are products born out of Force Motor's own Research & Development activity. The Product designs for these ranges of most modern vehicles were created in our most capable Computer Engineering Environment.

The Force Motor's R & D centre is among the most advanced in the country with a 150 terminal (CAD) Computer Aided Design network. Over 90% of the vehicles currently manufactured and sold by Force Motors are the latest designs, where, introduction is less than 5 years old. Further these are the products of most modern Computer Aided Design efforts. The company spends over 5% of its annual turnover on new Product Development. It employs 850 people for its R & D, tooling & project activity - 450 of which are Engineers. Latest software such as IDEAS, CATIA, and ADAMS are used for design & validation. The engines designed by Force Motors are fully proven for emission and for fuel efficiency. The vehicles offer Green engines meeting BS III norms.

Force Motors Ltd., is a Company that has reinvented itself. Four decades ago, Force Motors started production of the HANSEAT 3- Wheelers. Today, Force Motors stands on the threshold of a new era in the automobile industry in India, with a stake in Five Product segments:

TRACTORS- OX and Balwan- Modern Tractors, sporting synchromesh transmission, Bosch hydraulics, excellent ergobomics and fuel efficient engines. Designed for demanding farmers of developing countries.

LIGHT COMMERCIAL VEHICLES- Traveller and Excel range of passenger and goods carriers. Powered by a family of DI and IDI engines including the legendary Mercedes derived OM 616 engines. A range of high reliability axles and transmissions add value.

MULTI UTILITY VEHICLES- Complete range of multi-utility vehicles including the Trax Judo, Trax GAMA, Trax Cruiser, Trax Kargo King, range of single cabin and double cabin pickups; and the 4 X 4 cross country vehicle- Trax Gurkha.

HEAVY COMMERCIAL VEHICLES- In technical collaboration with MAN AG, Germany, Force Motors will be introducing shortly, a range of heavy commercial vehicles with a payload capacity ranging from 16 to 50 tonnes. Five areas of excellence support the five market segments: Research and Development- Using a 150 terminal CAD installation and modern testing facilities, staffed by 400 young engineers and technicians.

Power Pack Manufactureting- State of art facilities, for in house manufacturing of engines and transmission components.

Vehicle Manufacturing - Complete, with in-house foundry, press shops, robotized body welding, electrophoretic dip painting and high quality assembly facilities.

SPORTS UTILITY VEHICLES- Force Motors wants to make a giant leap into the passenger vehicle segment. And for beginners, Force Motors want to manufacture sports utility vehicles. Force Motors, which will mark its entry into the passenger vehicle segment with its sports utility vehicle (SUV). In line with its passenger vehicle plans, the company is setting up a separate division called personalised vehicle division to cater to its plans in the segment. It has roped in people from various other automakers to steer the new division. “We have a new vertical formed called the personalised vehicle division, which, on the front end, is being headed by Sanjeev Garg, as president (SUV sales, service and marketing) of the company. He comes from General Motors,” Prasan Firodia, managing director of the company told Financial Express.

Company chairman, AN Firodia, has quoted in a leading newspaper, “We will launch a sports utility vehicle (SUV) sometime this year. We do not have a product in this segment, but we have developed a new platform which will allow us to launch a stylish new vehicle in a segment which is very popular. We are in the rural market with the Trax, which is rural
multi-utility vehicle used as a rural taxi in those states that allow it. The SUV is a completely different segment from the Trax, though”.

So far, Force Motors has had three platforms, Trump, a small commercial vehicle, the Trax a multi-utility vehicle for rural markets and the Traveller, a city coach, which is mainly targeted at the rural, multi-utility or mass transport markets. Force Motors has its manufacturing plant in Akurdi near Pune and Pithampur, Madhya Pradesh.

The company is a low profile, commercial vehicle maker, but has the capacity to make its own engines, chassis, gear boxes, axles, etc for its entire product range. You would find it interesting to note that Force Motors is the sole supplier of engines to Mercedes Benz India for its passenger cars, and makes the cab and nine-speed gear boxes for its joint venture, MAN Force Trucks.

7.2 TRAINING & DEVELOPMENT POLICIES OF FORCE MOTORS LTD.

7.2.1 MANAGEMENT PHILOSOPHY IN TRAINING & DEVELOPMENT OF HUMAN ASSETS

1) Management firmly believes that human assets unlike other asset cannot be depreciated and must necessarily be appreciated over entire tenure.

2) Training is regarded as investment and not a cost. Even long-term intangible gains such as attitude change, are to be considered as valuable returns.

3) Training is considered as vehicle for effective communication and coordination.

4) Training is catalytic in any man management matrix for cohesiveness, compatibility and cooperation in every organizational endeavor.

5) Management proclaims training and development direction as permanent part and parcel of operational process and not some experiment in isolation.
6) Management is fully committed to lend its total support to training tasks and is dedicated through intense involvement in every phase of this activity.

7.2.2. OBJECTIVES OF THE TRAINING FUNCTIONS

1) To enhance efficiency and effectiveness of individual in their professional fields and improve their productivity and performance in general through right and appropriate training inputs in the areas perceived.

2) To improve interrelations and interpersonal influences in intrapersonal relations by imbibing the due importance of team spirit; and situational leadership concepts.

3) To bridge the gap between the present level of competence, and immediate or future level of capability requirements through, Force Motors’ systematic and structured reinforcements and relevant updating.

4) To increase awareness and appreciation of roles responsibilities and key result requirements of the contenders in the organizational array by broadening their overall business perspective.

5) To boost morale through provisions of deliberate yet informal forms such as seminars where by more free and frank, exchange of ideas and experience is made feasible and mutual understanding is enriched.

6) To provide means of motivation by opening avenues for self development and creative expression through guidance in analytical approach; and conceptual skill.

7) To link up training endeavor to personnel inventory and career planning, making career planning more significant.

8) Awareness and understanding of fuller potentials of personnel, at all levels.

9) To increase the organizational stability; and flexibility by creating versatility and mobility through the knowledge and skill enhancement training.

10) To emphasize the role of training as a change agent in reorganization and restructuring.
7.2.3 TRAINING POLICY TO MEET THE ABOVE OBJECTIVES

1) To identify the specific training requirements in need areas revealed by short
comings in role performance vis-à-vis the expectations.

2) To reinforce in respect of acquisition of technical and operative knowledge
development of specific skills towards efficiency improvement in performance
modification of attitudes towards interpersonal effectiveness.

3) To evolved overall training and development strategy based on performance
appraisal, proof of the needs and other integral inputs received from other
units and establishments as well.

4) To involve administrative and functional authorities in initiating, improving
and finalizing the modalities to include appropriate topics, techniques,
teaching faculty in designing the course contents and programme schedules.

5) To draw support and active involvement of line supervisors in the assessment
of training needs of their subordinates and also encourage active participation
in programme evaluation and progress review of the projects.

6) To cover most of the practical aspects of training through extensive training
workshops with intensive quantity of informative inputs apt in their
applicability and adaptability to the actual work situations

7) To closely link training tasks to career plans and placements policies, so as to
make the training policies more meaningful in themselves so that such
sessions are not regarded as fanciful farce but careful consideration for all the
cconcerned.

8) To elevate the position of the training set up in the organizational hierarchy by
its own merit and demonstrable utility.

9) To strive to excel in this specialized service so that training will be no more
regarded as necessary evil but necessarily the will of the superiors, sincerely
concerned with improving the status and professional standing of their
subordinates subject to such programme.

10) To create congenial conditions whereby training specialists will be entrusted
with substantial say in HRD.
11) To create consultancy cell pertaining to HRD matters, maintaining close contacts and coordination with the concerned, acting as a counselor or even a mediator in personnel problems.
12) To encourage people with problems to utilize this forum as safety valve or a sounding board.

7.2.4 MODES & METHODOLOGIES OF IMPARTING TRAINING INPUTS

1) Operative personnel training- Intensive information on functional knowledge and skill to help accelerate learning without undue expenditure of time and money and efforts.
2) Induction Training – To form a lasting cementing bond between the incumbent and the organizational culture as a composite entity and not merely to the work or workplace where he is required to perform.
3) Orientation training – tactfully administered inputs to create total awareness about the organizational expectations, performance standards, channel of command and communications.
4) Perspective Training- Mainly for the deliberate development of management and supervisory staff. Crystallized knowledge and comprehensive from experts can best be exchanged through meaningful participation in development seminars, workshops and syndicate studies.
5) On the job training- guided opportunity to learn the ropes, tricks of the trade feel the pulse of the people and appreciate the network interlinks and intricacies of the job.
6) Technology update training- In fast developing technologies and equally the external environment in order to avoid technical and personnel obsolescence.
7) Management Training & Development Appropriate stress to be put in to make the executive cadre as managerial material and reinforcing managerial profile characteristics. Modern concepts from behavioral science and its effective application.
7.2.5 FRAMEWORK OF HRD TRAINING IN FORCE MOTORS LTD.

HRD Objective - Achieve company goals through satisfactory workforce and hence

HRD Concern

Timely availability of employees  Requisite numbers
Right capability levels

With required  Education
Experience
Personal ambition
Preferred characteristic

To fulfill  Short term(tactical)
Long term (strategic)

Manpower plans on  Employment
Deployment

Reason of being of HRD therefore is  Coordination, conduction of
Continuous  Training & Development of

Human resource towards enhanced operational efficiency
Interpersonal effectiveness
Personal enthusiasm
In a dynamic and diverse and difficult operating environment

TRAINING AND DEVELOPMENT

- INDUCTION TRAINING – Purpose – to create bond between incumbent and organizational environment. As new employees enter an organization, they find themselves thrown into a new environment and a confused state. This is where induction training can help familiarize them with the organization’s ways and culture. There is always a first time and it is never easy. This is so true to new employees who set foot into a new organization with expectations and hopes. It is up to the management to make them feel at home as soon as possible. The tool that the management uses to achieve this is the induction training. An effective induction programme is more than merely introducing new employees to their roles and co-workers. It is a strategy that is implemented by a company to help the new employee fit into their new organization, team and position.

Induction Training - To make aware of the following

- Local departmental amenities, catering, washrooms, etc.
- Local security, time and attendance, sickness, absenteeism, holidays, etc.
- Local emergency procedures
- Local departmental structure
- Department tour
- Departmental functions and aims
- Team and management
- People and personalities
- Related departments and functions
- How the department actually works and relates to others
- The work-flow - what are we actually here to do?
Customer service standards and service flow
How the job role fits into the service or production process
Reporting, communications and management structures
Terminology, jargon, glossary, definitions of local terms
Use and care of issued equipment
Work space or workstation
Local housekeeping
Stationery and supplies
Job description - duties, authority, scope, area/coverage/territory
Expectations, standards, current priorities
Use of job specific equipment, tools, etc.
Use of job specific materials, substances, consumables
Handling and storage

Duration about one month

Primary responsibility in imparting information with concerned Departmental Head HRD manager to act as facilitator

ORIENTATION TRAINING-purpose- Awareness about roles and responsibilities, expectations, performance standards, channels of command and communication, network relations of people and places

CREATION OF STRUCTURED SYLLABI FOR STRESS ON KRAs of person in-charge, reason of existence of department, sense of purpose and belongingness, salient specifics of functions.

Follow up and evaluation process

Trainees to maintain diary
Short assignments

Systematize the process by

Periodic progress / performance review
Evaluation at the end of every major departmental training tenure

Perspective Training
7.2.6 TRAINING & DEVELOPMENT NEED ASSESSMENT

In the discussions the researcher had with the company officials, the following emerged as the areas where training needs are identified.

1) Identification of present pressing specific problems – The areas where training is needed could be productivity, quality, turnover, absenteeism, safety, behavior etc.

2) Visualizing anticipated needs – Problems arising out of drastic change in production schedule, product range, automation, and modernization.

3) Specific management initiative in thrust areas – Concerned superiors can identify the deficiencies in subordinates during performance appraisal and recommend specific training areas.

4) Personal observation – Each line manager is responsible for his subordinate in guiding and coaching where particular performance is not upto the mark.

5) Performance appraisal – Vital clues can be provided by assessor and incumbent from his own aspersions and aspirations based on which training needs, shorter as well as longer needs can be ascertained.

The Company has a systematic training programme which ensures the overall development of the employees.

The main objectives of the Force Motors’ systematic approach to training and development programme is to keep an organization at the front of its industry maximize performance and energize every level of the organization. It also helps in strengthening the tie between employee development and strategic operation objectives. The other objectives of Force Motors’ systematic approach to training and development are to perform efficiency in the working conditions; accidents, scrap and damage to machinery and equipment can be avoided or minimized. It helps in providing the future needs of the employees giving an effective source of recruitment. The quality of products or services will definitely increase by the better – informed workers. The T&D programme helps in dealing with the personality development of the employees through setting goals, motivational activities, leadership skills, etc. Force Motors’ systematic T&D programme helps to prevent the manpower obsolescence, which may be due to age, temperament or the inability of the person to adapt to technological changes. Force Motors’ systematic training makes the employees versatile and flexible in
operations of the organizational works. Force Motors’ systematic training brings efficiency in
the employees who contribute to the growth of the organization. This growth gives the
employee stability which helps the organization. The purpose of their training and
development can be explained as below.

1. **Improving quality of work force:**
   Training and development help company to improve the quality of work done by their
employees. Training programmes concentrate on specific area, thereby improving the quality
of work in that area.

2. **Enhance employee growth:**
   Every employee who takes development programme becomes better at his job. Training provides perfection and required practice; therefore employees are able to develop
themselves professionally.

3. **Prevents obsolescence:**
   Through training and development the employee is up to date with new technology and
the fear of being thrown out of the job is reduced.

4. **Assisting new employees:**
   Training and development programmes greatly help new employees to get accustomed
to new methods of working, new technology, the work culture of the company etc.

5. **Bridging the gap between planning and implementation:**
   Plans made by company expect people to achieve certain targets within certain time
limit with certain quality. For this employee performance has to be accurate and perfect. Training helps in achieving accuracy and perfection.

6. **Health and safety measures:**
   Training and development programme clearly identifies and teaches employees about
the different risk involved in their job, the different problems that can arise and how to
prevent such problems. This helps to improve the health and safety measures in the company.
The Company has a training programme throughout the year and the training man-days during the research period were as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training Man Days</td>
<td>190</td>
<td>180</td>
</tr>
</tbody>
</table>

The training budget was a confidential matter which was not disclosed as per the policy of the organization but looking at the scale in which it was conducted it must have been a sizable amount. The allocation of the training budget was as below:

<table>
<thead>
<tr>
<th>Training Areas</th>
<th>% in 2008</th>
<th>% in 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>On the Job Training</td>
<td>05</td>
<td>05</td>
</tr>
<tr>
<td>Technical Training</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>Competency Enhancement</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Work Culture</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Leadership</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Business Development</td>
<td>20</td>
<td>20</td>
</tr>
</tbody>
</table>

From the above it is clear that maximum percentage is spent on the technical training and it is a must because ultimately the company is manufacturing sector where majority of workforce is working on machineries. With technological advancement in the manufacturing sector, new machineries have to be installed when the old becomes obsolete because of the change in the techniques. The February 2009 issue of T+D of ASTD reports that an overwhelming majority of U.S. workers value technology in the workplace so much that almost 40 percent would consider changing jobs to work for an organization that is more committed to providing access and training in the latest technology.

**7.3 CONCLUSION**

Force Motors has done extremely well in the area of Systematic Training & Development and had made constant efforts to train their manpower in order to take up the challenges constantly being thrown in the automobile sector. That is why they are able to shift from commercial vehicle manufacturing to passenger cars and Sports Utility Vehicle
very easily. In light of this the next chapter deals with the analysis and interpretation of data available from Force Motors Ltd.

The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn. ~Alvin Toffler