CHAPTER – 4
ORGANISATIONAL PROFILES

The Organizations that have been selected for this study are as under:-

1. GE (India) Lighting Ltd
2. Crompton Greaves Glass Ltd.
3. G M M Pflaudler Limited

These organizations' geographical proximity i.e. within a radius of 75 Kms, gives them a common socio-economic culture which influences work ethos. The above firms have witnessed the ups and downs of economic fortunes and have entered into techno-economic collaboration with multinationals. Each of them is a success story in its own way. They have optimized the Human Resources and withstood the tough industrial times to come out of economic tribulations and onslaught.

Mergers and downsizing are the call of the day. While training the Organization to the upgraded technology is challenging, getting the employees accustomed to a new work culture is a greater challenge. Human Resources, more specifically, Executives have to build up motivation, knowledge, understanding, attitude and skill, needed to overcome the cultural differences after the mergers. Most of the times, executives are sent on familiarizing trips where they are trained on the new technology. What is often missing is training Human Resources to adapt itself to the new work culture. The trend of the Organizations is to flatten and thus shed the middle level.
Organizations are demanding more from middle level managers and thus they are at higher stress levels. The need for today's organization is to have executives to work at cross-functional teams and ability for multi-tasking, in addition to routine tasks.

A brief Organizational profile describing the product profile and Human Resource Policy has been mentioned below:-

4.1. GE (INDIA) LIGHTING LTD.

General Electric (GE) joint ventures with Indian Companies includes the areas of Lighting, Motors, Appliances, Aircraft Engines, Capital Services, Medical Systems, Industrial Power Systems, Plastics, Electric Distribution & Control, Transportation Systems, NBC and Information Services.

GE Lighting (India) Ltd – Nadiad is fully owned company of GE (Lighting), a world leader in lighting business. There are around 600 employees working after VRS scheme in GEL (I) Ltd., Nadiad.

GEL (I) Ltd., Nadiad has three Division named

i. GLS – Incandescent Lamps
ii. FTL – Fluorescent Lamps
iii. HID – High Intensity Discharge Lamps

Total production of lamps and tubes per shift is 14000 lamps in 8 hours and 7000 tubes in 8 hours.

There are eight different departments in the factory:

i. Environment, Health & Safety Department
ii. Production Department

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iii. Quality  
iv. CSD – Customers’ service department  
v. Finance department  
vi. Purchase  
vii. Store / Inventory control department  
viii. ISO – Information System Operation and  
ix. Credit Society.

**GEL India has its mission and vision**

1) To deliver customer satisfaction  
2) Employee satisfaction and  
3) To generate cash and profits of business  

Vision, Accountability, Excellence, Empowerment & Involvement, Team work, Speed & the Values of GEL – India

Financial controls and records, Avoid conflicts of interest, Ethical business practices and guidelines on integrity concerns are concern about policy and GEL – India.

The Human Resource policy is based on the ground that every individual, his views and assessment makes a difference in the overall performance of the company. One of the best Human Resource practices that originated in GE is the 360 Degree Assessment wherein a manager’s approach to work quality of interaction with colleagues, by his bosses, peers and subordinates is evaluated. The technique spans over several parameters: performance as well as behaviour, how effectively a manager handles his boss and his juniors, how he communicates, how he delegates, how effectively he administers. Values, ethics, fairness, balance and courtesy; nothing is excluded from the ambit.
GE has had a number of joint ventures and it holds on record, GE Lighting as one of the most successful joint ventures in getting through a culture from a local based unit in Nadiad to a multinational culture of GE.

Programs for executives to adapt to the Organizational culture include Corporate Entry Leadership Course (CELC) to orient executives of current business issues facing GE, understand GE’s diversified business, their best practices and an appreciation of other functions. It is also a platform

- to discuss the cultural change that is shaping the company and explore the leadership skills needed to address those changes.
- Network with participants from other functions and business to gain an appreciation of the cope and diversity within GE and the value of networking.

Other programs include Technical Leadership Program for young entrant engineers, Advanced Management Skills Course for Manager, India / Asia Productivity Best Practices for General Managers and above.

4.2. CROMPTON GREAVES GLASS LTD

Promoted by Crompton Greeves Ltd., Commonwealth Development Corporation, U.K. and Demaglass Lighting Ltd. (Formerly G.B. Glass Lighting Ltd., U.K.)

Its products include: Ribbon Shells, Tubular Shells and Lead Glass Tubing.
Ribbon shells are used for making incandescent lamps, auto lamps, night lamps, decoration lamps and other special lamps. Tubular shell are used for making fluorescent lamps – 5 ft., 4 ft., and 2 ft., of various diameters (18 watt to 60 watt) Lead glass tubing are used for mounting lead-in-wire and filaments in lamps.

The manufacturing process of glass tubes and shells for lighting applications involves various stages like:

❖ Weighing and mixing operations of raw materials
❖ Melting the mixed batch in a furnace
❖ Refining of molten glass
❖ Glass conditioning and forming process
  o Ribbon technology for GLS shells
  o Danner technology for soda and lead tubing.

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<th></th>
<th>Per Day</th>
<th>Per Annum</th>
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<tr>
<td>Ribbon Shell</td>
<td>1.2 million</td>
<td>400 Million</td>
</tr>
<tr>
<td>Soda Tubing</td>
<td>80,000 pcs.</td>
<td>25 Million</td>
</tr>
<tr>
<td>Lead Tubing</td>
<td>6 M.T.</td>
<td>2000 M.T.</td>
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Crompton Greaves Glass Ltd., has a goal to be a World Class Organization. ‘To achieve that Total Quality Management’ (TQM) in every activity is the goal. This includes excellence in the Human Resource function of the Organization. From the Organization’s inception, CG Glass Limited has the commitment to keep its organization as a ‘Learning Organization’. This is with the belief that a learning organization ensures perpetuity of the organization. This happens when its employees are on a learning path.
Thus it has been the endevour to ensure enlightenment of employees, by investing 3-5 percent of their time in learning and enriching themselves as individuals and as employees of the organization.

The Human Resource department has a comprehensive Induction Program for all its employees from workers to senior executive level, technical training program (need based), developing counseling skills for all line managers, happy home (program for employee and their spouse) etc.

4.3. G.M.M. Pfaudler Limited:

G.M.M. Pfaudler Ltd., was incorporated in India as a private limited company on November 17\textsuperscript{th}, 1962 by an ambitious man named as Jethabhai V. Patel, at Karamsad was due to his native place he had established the plant at Karamsad and thus he wanted to offer something socially and economically to his motherland.

The company initially started fabrication of plants and manufacture of industrial machinery. It envisaged at an early stage the whole project of setting up manufacturing facility for corrosion resistant, glass-lined equipment in the country. After its becoming public of September 9\textsuperscript{th}, 1963, it went for collaboration with Lampart Brothers, a Hungarian company manufacturing glass-lined vessels, which lasted till 1974.

In the year 1988, it entered into collaboration with Pfaudler, an American company, being the largest, manufacturers of glass-lined equipments in the world. Pfaudler Inc has 40% of the total issued share capital of G.M.M. Ltd. and provides technical know-how along with financial assistance.
The collaboration is in existence till today. At present the share of G.M.M. Pfaunder Inc. has been increased by 11% to 51%.

G.M.M. Pfaunder Ltd., today caters to equipment requirements of chemical plants, fertilizer, pharmaceutical, synthetic fibers, power, steel and allied process industries. Initially the company enjoyed monopoly in the Indian market and had a market share of 90-95% and it decreased to 70% in the early 90’s. However, today the market has become competitive with main competitors like Nav Bharat Industries and Swiss Glass Coat. To boost up in the market its activities, it has adopted the concept of TQM-Total Quality Management.

In December 1996, the company was awarded the ISO 9001 certification by TUV Germany. It complies with various codes to meet requirements of users in USA & Europe it has export orders exceeding $1 million and expects 25% of its production of glass-lined equipment to be exported by the year 2000.

The company has started a new re-glassing division which reconditions and re-glasses used glass-lined equipments. It has also received used reactors from USA for re-glassing and re-export. After the financial year 1996-97, Karamsad securities, Karamsad investment Pvt. Ltd., Karamsad holding Pvt. Ltd., have become the subsidiary of the company.

G.M.M. Pfaunder Ltd., has invested by purchasing and installing four wind turbine generators with a capacity of eight hundred kilowatt. This enables the company to take advantage of numerous benefits offered by the Government of Gujarat.
The technological improvements and automation have made it imperative for the organization to reduce the flab in the workforce. Thus, the company has been logically identifying the surplus people who need to be accommodated and others who should be let go of. Thus, it has been "right-sizing" the organization.

Another program on the anvil has been "benchmarking". This is with the objective to maintain and aspire for higher limits, to achieve excellence in all the organizations activities.

4.4. Sarabhai Zydus Animal Health Ltd:

Sarabhai Zydus Animal Health Ltd., is a offshoot of a strong commitment of two big players in the Veterinary – Pharmaceuticals field, towards providing world standard, quality pharmaceutical products and services to the Indian market. One of the two companies i.e. Ambalal Sarabhai Enterprises (ASE) has a glorious history spanning almost a century with history of promoting companies like Calico Mills which is a milestone in the Industrial Sector. On the other hand Zydus Cadila is relatively young with a high growth and performance history. The two companies have a very diverse but impressive background. ASE has a culture and value deeply rooted on traditional management system whereas Zydus is a highly professional, technology and performance driven company. The merger of such contrasting, still equally appreciable management system and culture into one single company is worth studying in the area of the impact on Human Resources of the Organization. Sarabai Zydus after its formation has introduced a number of new technology and automation in its operations. There is a real challenge for its diverse human resources in terms of adaptation of such new technology.
The impact of this process on human resources can provide a really interesting study on how people manage stress in changed circumstances.

The company has provided its employees with training of new technology and automation to help them adapt to the changes. The synergistic effect of the merger is a quantum improvement in the performance of the company. The smooth implementation of new technology shows that the change is well managed and well received in all areas including Human Resources. The Company has received ISO-9001 Certification within three years of its inception.

With more than three decades of rich experience of serving Veterinary Profession and Farming Community behind it, the new company has successfully synchronized the strength of both Zydus Cadila and Sarabhai Groups to form a highly focused and dedicated Veterinary Pharmaceutical Company occupying the topmost position in the Industry.

In its efforts to provide newer and newer products of the Veterinary Healthcare sector, the Company is supported by enormous modern research and quality control facilities of the promoting companies. The promoting companies processes World Health Organization stipulated Good Manufacturing Practice Certificates and has employed highly qualified FDCA Certified people in the manufacturing process. To provide the best technical and professional service to the Veterinary Profession and Farmers the company has employed a large number of qualified Veterinarians in its marketing division.
Sarabhai Zydus has a very wide and deep distribution network with its stockiest at every nook and corner of the country. Company’s Veterinary Service Executives are stationed all over the country to provide professional services to the Veterinarians and farmers. Sarabhai Zydus has collaboration with some of the best in Veterinary field in the world like Schering Plough, Abic Ltd., Israel.