CHAPTER II

HISTORICAL REVIEW OF THE UNITS
Chapter - II

Historical Review of the units

A. Brief information about Aurangabad and its surroundings.

B. Profile of the units.
   1) Dagger Forst Tools Ltd.
   2) Pembril Engineering Co.Pvt.Ltd.
   3) Aurangabad Textile Mills Ltd.
   4) Lupin Laboratories Ltd.
   5) Meltron.
   6) Jhalani Tools (India) Ltd.

C. Tables relating to personal data of the employees.
   1) Bottom level workers.
   2) Middle level managers.
   3) Top level managers.
Chapter - II

Historical Review of the units

A. Brief information about Aurangabad and its surroundings

The investigations in this study were confined to manufacturing units situated in the Industrial Area of Aurangabad. The decision to confine the study to Industrial Area of Aurangabad was based on the characteristics of the city of Aurangabad. The industrial area of Aurangabad is the centre of major industrial activities in the city. All sorts of manufacturing and service units are concentrated there. City has a glorious history of its own.

AURANGABAD

Aurangabad is in Maharashtra State and is the Headquarter of Marathwada region. Its original name was "Kidki" or Window.

The city was named Fateh Nagar, after the name of Malik Ambar's son, who was the Prime Minister of Sultana Chand Bibi of AhemadNagar.

When Aurangzeb invaded Deccan in the year 1653 he made Fatehpur his capital and changed the name to Aurangabad. Since then the place came to be known as Aurangabad. When Aurangzeb became the Emperor, he appointed Nizam-ul-Mulk as the vice-roy of the Deccan with Aurangabad as the capital.
After the death of Emperor Aurangzeb it came under Nizam-ul-Mulk, who made it his capital. Later on, Hyderabad was made the capital and Aurangabad remained in the state of Hyderabad which was ruled by the Nizams till 17th September, 1948.

After the Republic of India, the old Nizam's dominion was split into three parts—Andhra Pradesh, Karnataka and Marathwada. Thus, Aurangabad along with seven districts, forming the Marathwada region became the part of Maharashtra State. Besides, points of interest, Aurangabad has a special handicraft known as "himroo"—handloom cotton or silk interwoven with a typical variety of attractive designs. These can be used as shawls, blouse pieces, bed covers, tapestries and other furnishings.

Points of Interest.

Aurangabad is the terminous for all your tours to the world famous Ellora and Ajanta caves. Then the curious tourists and serious scholars will also find in and around Aurangabad, valuable treasures of Art and Antiquity in Temples, Mosques, Mosoliums, Handicrafts and Textiles.
Panchakki (Watermill)

The Panchakki with all its glories and enchantments has a unique place in the history. The Panchakki or watermill dates back to the Mughal times. Deriving from its name a mill works by waterpower for grinding corn for the poor and the military garrison. The water flows down through clay-pipes based on the siphon system from a distance of 11 K.M. It was built in 1624 A.D. to commemorate a Muslim Saint Baba Shah Muzaffar.

Bibi-Ka-Muqbara

The Bibi-Ka-Muqbara is almost a copy of the Taj Mahal at Agra. This edifice houses the grave of Aurangzeb’s queen Rabiya Durrani. The simple grave was made during the lifetime of the Emperor Aurangzeb, but the Muqbara was built by the Queen’s son Shahazada Azam Shah in 1679 A.D. The Taj Mahal at Agra is built of white Marble, but the Muqbara is of mostly white plaster with some sundry minor differences. But in comparisons, Bibi-ka-Muqbara has its own spendour and grace.
Daulatabad

About 15 kms away to the West of Aurangabad is the town of Daulatabad. During the 12th Century, Daulatabad was the capital of the Hindu Kingdom and was called 'Devgiri' meaning 'Hills of Gods'.

The Fortress of Daulatabad, a famous Medieval, pyramidal shaped is visible from a good distance as it dominates the entire landscape. This Fortress was built by Bhilamraj, the 1st of Yadava Dynasty. Further in the 15th century, Alladdin Khilji, the Sultan of Delhi, captured the Fort and then for the next 300 years the Fortress saw many wars, besiege and attacks. Deogiri had a brief period of glory as the capital of India, when Muhammad Tuglaq, ascended the throne of Delhi and decided to shift his capital from Delhi to a safe central place in India. He, therefore, selected Deogiri and renamed it 'Daulatabad' meaning 'city of fortune'. History reveals the madness of the Sultan and Daulatabad remained a landmark in the Indian History. The citadel, excavated in the body of an isolated hill had steep sides at the base of the Fortress, dropping further deep into a moat running all around making it difficult for the enemies to scale the heights. Inside the Fort, bastions are built at strategic positions mounted over with cannons.
The Fort signifies a unique Deccan Military Engineering skill and architecture. Great Walls with battlements guard the approaches to the fort. The outer wall is nearly six kilometres with several inner walls, having heavy iron gates fitted with big spikes preventing the use of Elephants in ramping the gates open.

**Ellora Caves**

Ellora caves are about 28 kms to the West of Aurangabad. These caves are nestled in the lap of the Charanandri Hills, extending over 2 Kilometers in the North-South direction. The cave temples of Ellora depict three important religions, Buddhism, Hinduism and Jainism. There are elaborate carvings of Gods and Goddesses.

The carvings in the caves are actually chiselled into rocks to such perfections which have made these carvings world famous. The work of these caves dates back to between 7th and 9th centuries A.D. In all there are 34 caves, out of which 12 caves are Buddhist, 17 are Hindu and the remaining 5 represent Jainism. The most remarkable of the carved shrines at Ellora is the "Kailash Temple" in cave No.16. All the caves are lavishly carved and sculpted with epic themes, which exhibit the genuine, daring and artistic skill in
chiselling rocks at great heights and bringing them to life.

The Ghrishneshwara Temple

This Shiva Temple is about 1.5 km away from Ellora caves, and is one of the 12 Jyotirlingas. The temple was built by King Krishnadeo Rai of the Raktrakut Dynasty in the 10th Century A.D. The temple is built in red sandstone and plaster and it enshrines the Shiv-Lingam and a marble image of Parvati.

Later in the 18th century A.D. the queen of Indore, Maharani Ahilyabai Holkar, renovated the entire temple and its complex.

A big festival is held every year between February and March on the occasion of Mahashivratri.

Ajanta Caves

These 29 Buddhist cave Temples, about 110 kms North of Aurangabad were hewn from the mountainous rocks over a thousand years. These caves were fully painted which exhibits an example of enormous talent and the art of painting which has made these caves world famous.

These caves thoroughly Buddhist were used by the monks as monasteries. When Buddhism declined these caves were
deserted and were totally forgotten for over centuries. An English Officer, who was hunting in the ravines by chance discovered the existence of the caves which were supposed to have been excavated and completed somewhere between 200 B.C. and 700 A.D.

Experts in old artisry have visualised that the rocky walls were first covered with a mixture of earth, cowdung and rice husk, all pounded together. After it had set a thin coat, a mixture of lime, lime-juice and water was applied and when this became dry, sketches were drawn on it and then painted with colours made from local available ingredients.

The most artistic thing in the paintings is the female figures which are drawn true to the ideals of womanhood. The expressions of the figures are marvellously shown. The eyes of the figures are all almond shaped. The hair styles show a great variety which is seen in the present day hair do's and modern fashions. The paintings of Ajanta can be divided in three parts (1) Portrature (2) Narration (3) Jataka stories.

**Paithan**

This ancient city, once known as 'Pratishthan" is about 58 kms to the South of Aurangabad and is situated on the Northern bank of the river Godavari.
In the 2nd Century B.C. this city was the capital of the Satavahana Dynasty and a great seat of learning. In the former days Paithan was regarded as the 'Kashi' of the South and the river Godavari earned the status of the holy Ganges of the Deccan. Then, the city gained more prominence during the 16th century A.D. as the well known Marathi poet and Sant Eknath lived here.

In the recent years Paithan became well known because of the famous Earthen Dam, known as the Jayakwadi Dam or the Nath Sagar.

The Sant Dnyaneshwar Udyam or Garden and the world famous Paithani Centre of shawls and sarees are worth seeing.

**Economic Development of Aurangabad**

Aurangabad, with the present population of near about 13 lakh (as per Population Census of 1991) has gone on records as the fastest growing industrial centre of Asia.

Prior to reorganisation of states, at Aurangabad the industries coming under Factory Act were mostly ginning factories, pressing factories, oil mills and Dal mills. Aurangabad Textile Mill was in existence. There were 16 factories engaged in tobacco products, 4 factories producing
artificial silk products. In the engineering category only 3 units were in existence.

1 Table No. 2.1

Details of the business units in existence upto 1993

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Item</th>
<th>Aurangabad District</th>
<th>Maharashtra State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Registered Industries</td>
<td>598</td>
<td>36102</td>
</tr>
<tr>
<td>2</td>
<td>Actual product producing industries</td>
<td>580</td>
<td>30001</td>
</tr>
<tr>
<td>3</td>
<td>Sugar Factories</td>
<td>06</td>
<td>094</td>
</tr>
<tr>
<td>4</td>
<td>Cotton Mill</td>
<td>04</td>
<td>188</td>
</tr>
</tbody>
</table>


The industrial activities were accelerated from Third Five Year Plan onwards. There were 90 factories registered in the year 1956-57 while registered factories in the year 1979 were 233 with 17204 workers.

The following table shows the number of industrial units situated at Aurangabad Industrial Area. Industries registered with Director of Industries up to 31-3-1996 (Category wise) are given below.
### Table No. 2.2

Total number of business units up to 31-3-1996

<table>
<thead>
<tr>
<th>District</th>
<th>LMS</th>
<th>SSI</th>
<th>MSI</th>
<th>SSSBE</th>
<th>Reg.units</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aurangabad</td>
<td>134</td>
<td>2132</td>
<td>185</td>
<td>70</td>
<td>5442</td>
<td>7963</td>
</tr>
<tr>
<td>Jalna</td>
<td>8</td>
<td>628</td>
<td>97</td>
<td>19</td>
<td>1235</td>
<td>1987</td>
</tr>
<tr>
<td>Parbhani</td>
<td>8</td>
<td>375</td>
<td>168</td>
<td>22</td>
<td>1096</td>
<td>1669</td>
</tr>
<tr>
<td>Beed</td>
<td>5</td>
<td>769</td>
<td>110</td>
<td>38</td>
<td>1542</td>
<td>2464</td>
</tr>
<tr>
<td>Nanded</td>
<td>35</td>
<td>933</td>
<td>183</td>
<td>46</td>
<td>3271</td>
<td>4468</td>
</tr>
<tr>
<td>Osmanabad</td>
<td>7</td>
<td>510</td>
<td>48</td>
<td>19</td>
<td>1471</td>
<td>2055</td>
</tr>
<tr>
<td>Latur</td>
<td>9</td>
<td>1266</td>
<td>89</td>
<td>31</td>
<td>1634</td>
<td>3029</td>
</tr>
</tbody>
</table>

|                | 206 | 6613| 880 | 245   | 15691     | 23635 |

Source: Directorate of Industries –


LMS = Large and Medium Scale industries.

SSI = Small scale SIDCO industry.

MSI = Maharashtra small scale industry.

SSSBE = Small Scale Service and Business Enterprise.

Aurangabad city is selected as a growth centre by MIDC. The assistance is received from SICOM, MIDC and MSFC. The Aurangabad city is changing its character and is becoming an
industrial centre. The MIDC has established the industrial estates at Aurangabad, Chikalthana and Waluj.

After considering the development of Aurangabad, the following units are selected for the purpose of present study.

1. Dagger Forst Tools Limited.
3. Aurangabad Textile Mills Ltd.
4. Lupin Laboratories Ltd.
5. Meltron.

A profile of each and every unit is given as follows.

PROFILE OF THE UNITS

UNIT NO. 1

Name:
Dagger Forst Tools Limited,
Gear Cutting Tool Division.

Location
A-3, MIDC Area,
Chikalthana, Aurangabad.
Year of Establishment

To meet the growing demand for gear cutting tools Indian Tool Manufacturers Ltd. have set up a plant at Aurangabad, equipped with the latest technology and machinery in April, 1974.

The Indian Tools was taken over in 1985 by Dagger Forst Tools Ltd. on out-right purchase basis because of certain advantages.

Objectives

The unit is formed to produce the following.

Hobs:
The range covers all normal requirements of single and multi-start hobs. The range of precision hobs is -

1. Spur and helical gear hobs in the range of 0.5 M to 20 M (50 DP to 1.25 DP)
2. Straight and involute spline hobs.
3. Serration hobs.
4. Worm cutters.
5. Shank type hobs.
6. Taper hobs.
7. Sprocket hobs.
8. Tailor made hobs to suit special requirements.

**Shaper Cutters**

The range of standard shaper cutters covers all normal requirements -

1. Disc hub, shank and pinion type shaper cutters with straight and helical teeth for spur and helical gears in the range of 0.5 M to 8 M (50 DP to 3 DP).

2. Tailor made shaper cutters to suit special requirements. Gear cutting Tools are extensively used by the automobile manufacturers and by gear makers. Hence, the major user industries are -

a) Truck manufactures.

b) Light commercial vehicles.

c) Tractor Manufacturers.

d) Two wheelers and three wheelers manufacturers.

e) Gear manufacturers.

f) Other engineering industries.

Other manufacturers in the market are -

1. SRP Tool, Madras.

2. AAMCOL Tools, Aurangabad.

3. Cowgule Matrix Hobs, Hyderabad.
Present Position:

Official figures as collected from D.G.T.D. (Director General of Technical Development, New Delhi) for the years 1984 and 1985 indicate a total production in the country as.

<table>
<thead>
<tr>
<th></th>
<th>Total production for 2 years</th>
<th>Average yearly production (approx)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hobs</td>
<td>19891</td>
<td>10000</td>
</tr>
<tr>
<td>Shaper cutters</td>
<td>10562</td>
<td>5300</td>
</tr>
</tbody>
</table>

D.G.T.D. is a central authority with whom it is mandatory to file monthly/Annual returns of production by manufacturers.

Present production of Dagger Forst Tool and its market share in India is as under -

<table>
<thead>
<tr>
<th></th>
<th>ITM’S years production</th>
<th>Market share%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hobs</td>
<td>2400</td>
<td>24</td>
</tr>
<tr>
<td>Shaper Cutters</td>
<td>1500</td>
<td>28</td>
</tr>
</tbody>
</table>

(all figures in no.)

Availability of Raw Materials

Practically all hobs are made of high speed steel out of the most important property of hob is its cutting ability. The cutting ability is dependent upon red hardness and abrasion resistance.

Raw material in required quantity is not available in the country. Therefore, sometimes raw material is imported.
from other countries.

Following are the main purchasing at the Dagger Forst Tools Ltd. at Aurangabad.

1. High Speed Steel bars.
2. Grinding wheels.
5. Hardware materials.
7. Tool Bits.

Personnel

The main function of personnel department is to maintain good relations between workers and management. Personnel officer or manager selects the right person in the organisation and he develops the interest and responsibility in the workers.

General manager is a head of the unit. He is responsible for the functioning of the entire unit and
operations of the related activities.

Works manager is heading production charge and is accountable for production function. Production department consists of Machine Shop/Turning Section/Grinding Section/Heat Treatment etc.

Hierarchy in production department is :-

```
General Manager
|
Deputy Manager production
|
Assistant Manager Production
|
Production Engineers
|
Supervisors
|
Operators
```

The management of Dagger Forst Tools is efficient and strict. The company is providing all facilities to their employees according to the rules framed by Factory Act, 1948. The relation between employees and employer is sympathetic and sportive. The management authorities always co-operate with the workers in all aspects. The co-ordination between the management and workers promotes the production work. The workers are enjoying all facilities. In Dagger Forst Tools the absenteeism is less.
Type of Management
It is a public limited company.

Board of Directors
Directors are elected by the shareholders. There are seven directors out of which three belong to West Germany and remaining are Indians. The management is known as Birla Group Management.

Sources of Funds.

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital</td>
<td>3,01,06,490</td>
</tr>
<tr>
<td>Reserve &amp; Surplus</td>
<td>8,37,00,393</td>
</tr>
<tr>
<td>Secured loans</td>
<td>2,70,97,441</td>
</tr>
<tr>
<td>Unsecured loans</td>
<td>1,01,35,747</td>
</tr>
<tr>
<td>Deferred liabilities</td>
<td>2,26,199</td>
</tr>
<tr>
<td></td>
<td>15,12,66,270</td>
</tr>
</tbody>
</table>

Marketing
The Sales Office at Aurangabad plant runs independently as well as in co-ordination with the Head Office at Thane and its Zonal Offices at Delhi, Calcutta, Chennai, Bangalore, Hyderabad and Pune. The Sales office at Aurangabad deals exclusively in Gear Cutting Tools and the products that are produced in this unit only.

All the branch offices of Dagger Forst Tools Ltd.
receive enquiries and orders from the customers all over India but they direct all the orders for hobs and shaper cutters to Unit No.5 which deals in all the other products of the Dagger Forst Tools Ltd. groups. The export market is looked after by the Sales Office at Thane. The product is exported to South West Asia, Germany, U.S.A. and Italy.

UNIT NO. 2

Name
Pembril Engineering Company Pvt. Ltd.

Location
G 56/57 MIDC area Chikalthana, Aurangabad.

Registered Office, Bombay.

Year of Establishment
Unit started functioning in the year 1978.

Objectives
Manufacture of Hydraulic Fluid coupling types SCR, SFC, DFC run in oil and A FC run in water. These couplings are used in power transmission purpose in Thermal Power station. Mine ventilatilation Fans used in Coal mines. Size of the coufling is depending upon orders.

No. of units Produced
3000 Couplings of various sizes are produced in a year as a
finished product.

**Raw Material**

Raw Material required for the purpose of production is - Mild Steel, EN 8, Steel Alluminium, Ready made Bearing. These are purchased from Rajasthan, Bombay, Poona, Ranipeth (T.N.)

**Personnel**

General Manager is the head of the unit. He is having ultimate control over the affairs of the company. He is administrative chief and functionally reports to the Board of Directors. Following is the hierarchy.

```
  General Manager
       /\       |
       /  \      |
Senior Manager
       /\       |
       /  \      |
Manager
       /\       |
       /  \      |
Deputy Manager
       /\       |
       /  \      |
Assistant Manager
       /\       |
       /  \      |
Senior Executive
       /\       |
       /  \      |
  Executive
```
Production Function

Production is done through various processes. They are—Raw Material cutting, Turning, Grinding, Threading shot blasting, Welding, Stress relieving, Electroplating, Soldering, Assembly, Testing and Despatch. Workers attend the machines while they are running.

Type of Management

Private Limited Company.
Board of Directors
There are five directors on the board one is nominated and other four are elected by the shareholders.

Financial Management
Total investment made in the unit is Rs.6 crores which includes share capital of Rs.5,00,000 and the remaining is reserves and loans.

Marketing
There is a heavy demand for the product all over India and abroad.

Entire production of the unit is taken over by the Greaves Cotton Co. Ltd. After taking the products Greaves Cotton Co.Ltd. sells the products through its own branches situated all over the India. This unit has not any Sales Department. Very few times couplings are produced against the orders placed by Electricity Boards, Cement plants and Jute plants.
UNIT NO. 3

Name : Aurangabad Textile Mills Limited.

Location : Head Office
National textile Corporation
(NTC) (South Maharashtra)
Ltd, Mumbai.

Factory
Kotwalpura, near Central Bus Stand, Aurangabad.

Year of Establishment
Aurangabad Textile Mill was established by Raja Maharaja
(Rich Merchants) in 1890. They started the Mill with their
own capital because they were wealthy, powerful, and
influencial in the Indian community that time.

They managed the mill for a while and due to the
political changes which were taking place, the mill had to be
closed down.

It was restarted again in 1974. The Government of India
nationalised all the textile industries and hence, A.T.M. was
nationalised under sick textile undertaking. Since then the
mill is a unit of N.T.C. (South Maharashtra) Ltd. Mumbai.
Objectives
Aurangabad Textile Mill is a textile concern. The Mill produces yarn or rather converts cotton into yarns of 25 and 35 counts. For some period it was also used to manufacture clothes but due to financial difficulties the cloth production was stopped by the Government.

Availability of Raw Material

The Cotton manager selects the suitable varieties of cotton needed for production. After selection he informs the general manager, who further passes the information to the Chairman-cum-Managing Director, N.T.C.(S.M.) Head Office Mumbai. This information is further passed to chief cotton manager who bargains for a cheaper rate from the suppliers. The parties which supplies cotton include;

1) Maharashtra State Co-operation Cotton Growers Marketing Federation.
2) Cotton Corporation of India.
3) Gujarat State Marketing Federation.
4) Punjab State Marketing Federation.

On receiving the cotton the company stores it in their godown according to various varieites. The various varieties of cotton include the following -
Y34, MECH, MHH, EHH, LRA, DHY, H4, AK-235.

Sometimes, A.T.M. is not purchasing cotton directly, but gets raw materials from the supplier and processes it into yarn. They are paid for the services (job conversion work) rendered and then they give the suppliers the finished product (yarn).

**Production**

The following table pertains to production in A.T.M.

<table>
<thead>
<tr>
<th></th>
<th>1994-95</th>
<th>93-94</th>
<th>92-93</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Licenced Spindles Capacity</td>
<td>25000</td>
<td>25000</td>
<td>25000</td>
</tr>
<tr>
<td>Looms</td>
<td>300</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>2. Installed Spindles capacity</td>
<td>22176</td>
<td>22176</td>
<td>22176</td>
</tr>
<tr>
<td>Looms (on single shift basis)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3. Actual Production Spindles</td>
<td>7002</td>
<td>12931</td>
<td>10566</td>
</tr>
<tr>
<td>Looms</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4. % of production in relation to installed capacity Spindles</td>
<td>34.45</td>
<td>38.31</td>
<td>61.14</td>
</tr>
<tr>
<td>Looms</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Personnel**

Personnel department is concerned with proper management of human resource, so that the established goals of the organisation can be accomplished. All the activities of the unit are controlled by the General Manager. There are various
departments in the units.
They are as follows -

**Production Department**

Supervisor

\|/

Workers

**Cotton Department**

Officer

\|/

Clerks

**Time Department**

Officer

\|/

Clerk

**Accounts Department**

Officer

\|/

Clerks

**Costing and Administration Dept.**

Officer

\|/

Clerks

**Stores Department**

Officer

\|/
Clerks

Security Department

Officer

\|/

Watchman/Wards

**Type of Management**

Since the Mill was nationalised under the Act of 1974 it is run under the Central Government Regulations and it is neither registed under the Monopolies and Restrictive Trade Practices Act of 1964 nor it is governed by any Foreign Exchange Regulation Act of 1973.

The Government of Maharashtra took the unit in 1972 under the unemployment relief scheme so as to provide employment to the local people and utilise the machines which were left idle after vanishing the Raja Maharaja.

**Board of Directors**

All directors are nominated by the government. Board of directors at Head Office controls this unit. Head Office at Mumbai is controlled by National Textile Corporation, New Delhi.

**Financial Management**

Actually the financial funds of the Aurangabad Textile Mill are provided by the Government. The company has to
give all the information concerning financial requirements to
the appropriate government and the government takes the
initiatives. The company can also get finances from the
financial institutions and also from the parties which come
into contact with the company.

Following statements show the sources of funds of
A.T.M.

**National Textile Corporation (South Maharashtra) Ltd.**

**Unit-Aurangabad Textile Mills**

**Balance Sheet as at 31st March 1995**

<table>
<thead>
<tr>
<th>Particulars</th>
<th>As at 31-3-95 Rs.</th>
<th>As at 31-3-94 Rs.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Source of Funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Share holder's Funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Head Office equity</td>
<td>1. 1,51,00,000</td>
<td>1,51,00,000</td>
</tr>
<tr>
<td>Reserve &amp; Surplus</td>
<td>2. 21,34,634</td>
<td>21,34,634</td>
</tr>
<tr>
<td><strong>Loans Funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secured Loans</td>
<td>3. 57,37,204</td>
<td>54,80,731</td>
</tr>
<tr>
<td>Unsecured Loans</td>
<td>4. 4,04,50,348</td>
<td>3,83,41,054</td>
</tr>
<tr>
<td><strong>Total Sources of Funds</strong></td>
<td>6,34,22,186</td>
<td>6,10,56,419</td>
</tr>
</tbody>
</table>
NTC (S.M.) Ltd.

Unit A'bad Textile Mills

Sources of Funds as at 31-3-96

Shareholder's Fund

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head office equity</td>
<td>1,51,00,000</td>
</tr>
<tr>
<td>Reserves &amp; Surplus</td>
<td>21,34,634</td>
</tr>
</tbody>
</table>

Loans Fund

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secured Loans</td>
<td>69,39,860</td>
</tr>
<tr>
<td>Unsecured Loans</td>
<td>4,53,74,868</td>
</tr>
<tr>
<td></td>
<td>6,95,49,362</td>
</tr>
</tbody>
</table>

Marketing

The prices of the products are fixed by the National Textile Corporation, Mumbai. The finished product (yarn) is sold to the same parties which supply the raw material (cotton). Actually they sell the services rendered for conversion of cotton to finished products (yarn). The mill also has a shop which sells clothes from sister units.
UNIT NO. 4

Name: Lupin Laboratories Limited

Location:
A-27/3, MIDC Area,
Chikalthana, Aurangabad

Year of Establishment
The unit is established in the year 1968.

Objectives
Lupin Laboratories Ltd. started with pharmaceutical formulations and a capital base of Rs.5000/-. From this humble beginning, Lupin today has emerged as a multidivisional, multi-locational company with current year's sales (1995-96) exceeding Rs.3000 million.

Mr. Desh Bandhu Gupta, the founder Chairman and Managing Director of the company ascribes this growth essentially to its corporate objectives of meeting high national priorities which provides a big commitment to the entire team of its young professionals coupled with its technological strengths and management philosophy derived from Indian heritage.

The unit is established to produce standard quality drugs. The objective of the company is to manufacture-

- Medicines,
- Agrobased chemicals,
- life saving drugs,
- Biotech products,
- Pharma Products,
- Amoxicillin,
- Sodium Ampicillin,
- Roxythomicin,
- Refampicin, etc.
The Salient features of Lupin

1. Produces drugs of national priority.
2. Has four manufacturing plants located at Aurangabad, Ankaleshwar, Panoli and Mandideep.
3. World leader of Ethambutol (Anti T.B.Drug)
4. India's market leader in Rifampicin (Anti T.B.Drug)
5. Promotes strong in house R & D through its centres at Aurangabad, Ankaleshwar, and Mandideep.
6. Aurangabad plant is approved by WHO.
7. Ankleshwar and Mandideep plants have approval from U.S. FDA
8. Bagged several awards for excellence in marketing and export performance.
10. Recently negotiated a marketing agreement with the US-based Abbott Laboratories to market their DISPEL range of chemicals free biological insecticides during the next kharif season in the Indian market.
11. Actively participate in community welfare through its rural support programme.
Production

Lupin has the largest installed capacity of Ethambutol in the world with an annual production of 500 metric tonnes. Lupin thus, has the distinction of being the world leader of Ethambutol Di hydrochloride, with approximately 60% share of the world market. Lupin apart from being the first company in India to manufacture Rifampicin, a highly potent anti-tubercular, anti-leprotic drug produced from Rifa-s a post fermentation intermediate is also the largest manufacture of this bulk drug in the country with an installed capacity of over 100 metric tones per day.

Lupin is one of the few producers of vitamin B 6 in the world and its capacity is being expanded further.

Lupin is multi-divisional company and having a multiple product range the production is divided in different departments like tablets, capsules, injections, ointments and liquids.

**Tablets**

280 kg per day in two shifts in various sizes Approximately 10 lakhs tablets per day.

**Capsules**

60 Kg per day in two shifts.

**Injections**

2000 bottles per shift. 45000 vials per day approx.
**Liquids**

4000 Litters per shift bottling.

**Availability of Raw Material**

The following types of raw material is required for the purpose of production Rifa, ibuprofen, natural vitamin ranges, strains of micro proteins etc.

**Personal**

Lupin is proud of its people. The ambitions of Lupin spring from the collective determination of its people continuously striving for all round excellence. Lupin treats the personnel with respect, encourages innovation, posters teamwork and provides ample opportunities for personal growth.

General Manager is the head of the unit. He is accountable to Vice President (Technical).

Production department is led by senior production manager.
Following is the hierarchy:

- Senior Production Manager
  - Production Manager
    - Assistant Managers
      - Officers
        - Supervisors
          - Operators

Type of Management

Public Limited Company

Board of Directors

Directors are elected by the shareholders. There are seven directors, out of them one is nominated by ICICI

Financial position

Capital is the blood stone of every organisation. So to utilize it with the best alternative manner is very important. Lupin has a centralised or consolidated accounting i.e. the final accounting is done at the head office, Mumbai.

Total investment in the unit is Rs. 68 crores

106
inclusive of preferential shares, equity shares and debentures of the company.

Financial results for the year 1995 in comparison with the year 1994.

<table>
<thead>
<tr>
<th>Particulars</th>
<th>30-06-95</th>
<th>30-06-94</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>445.23</td>
<td>415.18</td>
</tr>
<tr>
<td>Profit before tax,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>interest &amp; Depreciation.</td>
<td>57.14</td>
<td>58.21</td>
</tr>
<tr>
<td>Less: Interest</td>
<td>16.43</td>
<td>15.11</td>
</tr>
<tr>
<td>&quot; Depreciation</td>
<td>7.20</td>
<td>5.94</td>
</tr>
<tr>
<td>Profit before Tax</td>
<td>33.51</td>
<td>37.16</td>
</tr>
<tr>
<td>Less provision for Tax</td>
<td>1.50</td>
<td>2.00</td>
</tr>
<tr>
<td>Profit after tax</td>
<td>32.01</td>
<td>35.16</td>
</tr>
<tr>
<td>Add:Balance brought forward from last year</td>
<td>8.15</td>
<td>5.77</td>
</tr>
<tr>
<td>Profit available for appropriations</td>
<td>40.16</td>
<td>40.93</td>
</tr>
</tbody>
</table>

Marketing

Initially Lupin used to cater to only the government and institutional requirements for anti-material haematinies and folic acid tablets. Over the years it has moved away from institutions and government supplies to brand marketing of ethical pharmaceutical preparations and added on a new range
of formulations to become one of the leading pharmaceutical company in India having a range of formulations which cover a wide spectrum of anti-inflammatory drugs, proteolytic enzymes, Diuretics and others manufactured at its state of art plants at Aurangabad and Mandideep. In the anti-TB segment Lupin is the clear market leader with more than 50% market share.

Drawing inspiration from its dynamic leadership and encouraged by repeated high growth of more than 40% per annum through modernisation and enterprise, Lupin has reached an enviable position today.

One of Lupin’s great strengths is its dynamic marketing network-comprising of 19 sales depots and 1350 distributors. A team of about 600 medical representatives and product specialists divided into three major divisions and supported by around 110 field managers contact more than one hundred thousand doctors and eighty thousand chemists every month.

Lupin has the unique distinction of winning the coveted TMM (Tata Steel “Marketing man of the year”) twice in succession.
UNIT NO. 5

Name-
Maharashtra Electronics
Corporation Limited. (MELTRON)

Location

Registered Office
Raheja Centre
13th Floor
Nariman Point
Bombay - 21

Factory -
Plot No. 1 - B/1 MIDC
Area, Chikalthana,
Aurangabad.

Year of Establishment

The Head Office at Bombay is set up in the year 1978. But Aurangabad unit is established in the year 1986.

Objectives

MELTRON is a wholly owned Government of Maharashtra company. The objectives of setting up the company are-
- To promote balanced growth of electronics.
- Set up projects in sophisticated electronic products in select growth centres.
- Promotion and assistance to industries.
- Facilities for research and development, training and quality control, and
- Advise Government on Development of Electronics.

In pursuance of these objectives, MELTRON has set up units in various parts of the state for manufacturing high-tech professional electronic products and systems in the areas of Broadcast Communication, Radio Communication, Line Communication and Telimatics, Defence Electronics, power Electronics. For this purpose MELTRON has floated a 100% subsidiary company namely, Meltron Instrumentation Limited (MIL) with its manufacturing unit at Kudal, Sindhudurg district. MELTRON has also promoted a joint venture company namely, Meltron Semiconductors Limited (MSL) with 51% participation by the public at large. This company has its manufacturing unit at Nasik, Nasik district. MELTRON's own manufacturing units are at Bombay, Nagpur, Aurangabad and Pune.

- At the manufacturing units, the following products are manufactured with technical collaboration with world renowned companies or indigenous development centres of the Government of India or in-house research and development. All manufacturing units of MELTRON have in-house 'R AND D' units recognised by the Ministry of Science and Technology, Government of India.
- At Bombay, Meltron manufacture Audio Visual products like console Tape Recorders, Heavy Duty playback Decks, Audio mining consoles, Ultra portable Tape Recorders, Multi Voice Logging Recorders, Microprocessor, based Fire alarm systems, etc. These systems are mainly used for All India Radio, Doordarshan, Defence, Educational Institutions, Sound Studios, Banks, Stock Exchange etc.

- At Nagpur, Meltron manufacture Radio Communication Equipments and systems like land-mobile, Transreceivers, Walki-Talkies, Repeater Station, Radio Telephone - Exchanges Radio Link Equipments, etc. for Police, Para-Military Forces, Defence, Railways and a host of unit and service departments.

- At Aurangabad, Meltron manufacture Line communication products like EPABX Sytems, Electronic RAX Systems, Key Telephone systems, Main Automatic Exchange, Large, SBM-Rural Automatic Exchange etc. These products are mainly used by Department of Telecommunications, Hotels, Hospitals, Business Houses, etc.

- At Pune, Meltron manufacture defence Electronics and systems like Ruggedised Telephone Exchanges, SONOBUOYS, Very Low Frequency Receivers, etc. Ministry of Defence, Government of India is a customer for the products of this unit.
- At Kudal (Sindhudurg district), the wholly owned subsidiary, viz., MELTRON Instrumentation Limited, manufacturers power Electronic Equipments, etc, for department of Telecommunications, Airports, etc.

- At Nasik, the associate company, Meltromn Semiconductors Limited, manufacturers semiconductor devices/components as also power electronic equipments mainly for Department of Telecommunications. The semiconductor devices/components are used in industry and the quality of products is certified.

MELTRON also undertakes contracting projects on turnkey basis. Some of the areas where products have been successfully completed are computerisation in several agencies of Government. Fire Alarm Systems in several airports, shipyards and other installations, Automatic Traffic signals in several major cities, close circuit Television system for monitoring and surveillance in several industrial enterprise, public places, etc.

MELTRON is running the Test and Development Centre at Pune in Technical collaboration with department of Electronics, Government of India. This centre not only assists the electronic units in testing and evaluation of their products calibration of their equipments, but also,
improving the quality of their products. Such centres are being run in almost all the states of the country. This centre has received award as being the best centre in the country for several years.

MELTRON has technical collaboration with many multi-national companies like - M/s Studer Revox AG., Switzerland; M/s Kudelski SA, Switzerland; M/s Ascom Rediocom Limited, Switzerland; M/s Dictaphone Corporation U.S.A., M/s Barco EMT, Germany; M/s Kyodo Electronics and communication, Japan; M/s Nitsuko Corporation, Japan, M/s Shinsoh Electronics, Japan and Centre for Development of Telematics.
Banglore (India)

No of units produced
At Aurangabad division the MELTRON manufacture line communication products like.

A) 1 EPABX
Which is C-DOT product and they are classified for
128 P EPBAX : for 100 lines
256 P EPBAX : for 200 lines
(EPABX) : Electronics private Automatic Branch Exchange.
Production - 10 to 15 units per month.

2. RAX
128 RAX :- Use for 100 lines.
256 RAX : Use for 200 lines.
(Rax : Rural Automatic System)
Production - 30 units Per Month.

3. **SBM MAX** :
   400/1000/1400 lines.
   SBM : Single base Model.
   SBM MAX - L : for 2000 lines
   (MAX : Main Automatic Exchange).
   Production : 30 units per Month.

B. **K.T.S. : 2 (Central Office Line) 06** - (Inter com extensions)
   206-2464 lines.
   K.T.S. : Key Telephone System.
   Which collaborated with Nitsuko Japanese technologies.
   Production - 50 units per month.

C. 3 Channel System which is used at rural area
   Production 100 to 150 units per month

D. Single Line Telephone system
   200 Units per month

These products are mainly used by the department of Telecommunication, Hotels, Hospitals, Business Houses etc.

**Availability of Raw Material**

Raw material for the purpose of production is mostly imported
from Japan and U.S.A. It is not available in India. Raw Material consists of capacitor, pointed circuits Boards, connectors Diode, and Integrated circuits.

**Personnel**

Personnel management is that part of the management function which is primarily concerned with the human relationships within an organisation. It's aim is to bring together and develop into an effective organisation. Personnel Management or labour management or staff management means quite simply the task of dealing with human relationships within an organisation. There are three aspects of personnel management.

1. **The Welfare aspect** concerned with working conditions and amenities such as canteens, creches, housing, personal problems of workers, school and recreation.

2. The labour or personnel aspect concerned with recruitment, placement of employees, remuneration, promotion, incentives, productivity etc.

3. The industrial relations aspect concerned with trade union negotiation, settlement of industrial disputes, joint consultation and collective bargaining.

All these aspects are concerned with human element in industry of MELTRON.
Additional General Manager is the head of the unit. There are various departments in the organisation. Their hierarchy is as follows:

**Production Department**

```
Production Manager
  \ /
Deputy Manager
  \ /
Junior Engineers
  \ /
  Operators

Accounts Department
Manager (Accounts)
  \ /
Executive (Accounts)
  \ /
  Assistants
  \ /
  Clerks

Material Department
Manager
  \ /
Deputy Manager
  \ /
  Executive
  \ /
  Assistant Officers
  \ /
  Clerks
```
Type of Management
Government of Maharashtra Undertaking.

Board of Directors
There are eleven directors. All are nominated by State Government.

Financial Management
Financial management is that managerial activity which is concerned with the planning and controlling of the firm's financial resources.

The firm acquires funds from the sources called investors. The funds so secured when invested are called Investments. The firm expects to receive return on investment over time and distributes return to investors. The raising of capital funds and using them for generating returns and paying returns to the suppliers of funds are called finance functions. There are two types of funds. They are-

1. Equity funds.
2. Borrowed Funds.
The return on equity funds is called dividend and return on borrowed funds is called interest. The table below gives the financial position of the company under broad headings for three years.

(Rs. in lakhs)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Paid up Capital</td>
<td>943.60</td>
<td>943.60</td>
<td>968.60</td>
</tr>
<tr>
<td>B. Reserve &amp; Surplus</td>
<td>888.23</td>
<td>912.46</td>
<td>1175.52</td>
</tr>
<tr>
<td>C. Borrowings</td>
<td>2789.95</td>
<td>3932.06</td>
<td>3771.18</td>
</tr>
<tr>
<td>D. Trade Dues &amp; other current liabilities (including provisions)</td>
<td>3255.97</td>
<td>2703.67</td>
<td>2852.56</td>
</tr>
<tr>
<td>E. Share Application Money</td>
<td></td>
<td>25.00</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Assets</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Gross Block</td>
<td>1780.38</td>
<td>2018.78</td>
<td>2277.40</td>
</tr>
<tr>
<td>B. Less Depreciation</td>
<td>799.20</td>
<td>991.35</td>
<td>1154.17</td>
</tr>
<tr>
<td>C. Net Fixed Assets</td>
<td>981.18</td>
<td>1027.43</td>
<td>1063.23</td>
</tr>
<tr>
<td>D. Capital work in progress</td>
<td>104.40</td>
<td>85.00</td>
<td>98.35</td>
</tr>
<tr>
<td>E. Investments</td>
<td>138.96</td>
<td>138.96</td>
<td>138.96</td>
</tr>
<tr>
<td>F. Current Assets, Loans &amp; Advances</td>
<td>6653.21</td>
<td>7325.40</td>
<td>7464.32</td>
</tr>
</tbody>
</table>

118
G. **Intangible**

**Assets**

i) Preliminary Exp.
Deferred revenue
Expenditure

- - - -

ii) Accumulated
Loss

- - - -

<table>
<thead>
<tr>
<th>Total</th>
<th>7877.75</th>
<th>8576.79</th>
<th>8764.86</th>
</tr>
</thead>
</table>

**Capital**

Employed             4394.85   5589.16   5674.99
Net worth             1831.83   1856.06   2141.12

- Capital employed represents net fixed assets plus working capital.
- Net worth represents paid-up capital plus reserves and surplus less intangible assets.

**Marketing**

The following activities are employed for the purpose of marketing.

1. **Turnkey Package:**

   MELTRON provides complete technical support from the stage of conceptualisation to the implementation of the business communication system, including definition of
technical and operational requirements, network planning, office data generation, system integration, installation, commissioning and after sales service.

2. Documentation

To familiarise the customer with the business communication system and to ensure effective utilisation, a complete set of documents is provided with the equipment.

3. Training

On job training for extension users and operators is imparted apart from inplant training for maintenance personnel.

4. Maintenance

Prompt warranty service and after sale service is rendered by the technically qualified personnel.

5. Customisation

Additional developments of business communication systems to meet specific requirements of customers are undertaken and successfully implemented.

Extensive Marketing Services.

Head Office :
Maharashtra Electronics Limited (MELTRON) Raheja Centre, 13th Floor, Nariman Point, Mumbai-400 021.
Following are the zonal offices to provide a nationwide presence for MELTRON.

East Zone Office
'MELTRON'
Chatterjee International Centre, 17th Floor, Flat No.A3 33-A, Jawaharlal Nehru Road, Calcutta - 700071.

West Zone Office
'MELTRON'
BMRDA Building, 'E' Block, Bandra Kurla Complex, Bandra (East), Mumbai-400 051

South Zone Office
'MELTRON'
307, First Floor, 18 th Cross, Malleswaram, Bangalore 560 055

North Zone Office
'MELTRON' C-5, Safdarjung Development Area, Community Centre, New Delhi-110016.

All the zonal offices are staffed with experienced marketing and service personnel. The marketing departments of each division provide systems, design, installation and commissioning. Further they undertake turnkey projects as per the customers requirements.
UNIT NO. 6

Name :-
Jhalani Tools (India) Limited.

Location
Regional Office-
Gedore House,
51-52, Nehru place,
New Delhi - 110019

Factory
E 29-30 MIDC Area,
Chikalthana, Aurangabad.

Year of Establishment

Objectives
Manufacture of-
- Open ended spanners
- Ring Spanners
- Full Polish Spanners
- Flank drive Spanners
- Screw drivers, chisels
No. of units produced
Spanners :-
3000 units per day.
Screw Drivers :-
5000 units per day
Chisels :-
1000 per day.

Availability of Raw Materials
The raw material required for the purpose of production is carbon steel, Chrome Vanadium Steel, Steel Tubing, Mycel Cong, EN - 9 Bright Bar/c K 45 Bar Steel, Round Ban and Red Acetale. The raw material is available in sufficient quantity in Aurangabad Local Market.

Personnel
General Manager is the head of the factory. He controls all the departments.

Production Manager is responsible for the production of the factory. Production department is divided into various sections. They are - Tool Room, Forging, Machine Shop, Maintainence and plating. Following is the Link -

123
Production Manager

  V/

  Foreman

  V/

  Asst. Foreman

  V/

  Supervisors

  V/

  Workers

Commercial Department includes -
- Stores Dept. (Raw Material )
- Stores Dept. (Finished goods)
- Stores Dept. (Accounts)
- Accounts Dept. (Financial)
- General Staff.
- Personnel.

Production Function

Production activity is carried through various process. These process are -
Cutting, Forging, Trimming Broaching, Strepening, Harding, grinding, polishing, plating and packing. All the activities are carried by machines.
Type of Management

It is a Joint stock company, public Limited.

Board of Directors -

Directors are elected by the shareholders. Total directors are six. one of them is nominated by Dena Bank.

Financial Management

The Total finance raised is as follows:

<table>
<thead>
<tr>
<th></th>
<th>Rs. in lakhs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Share capital</td>
<td>1178.67</td>
</tr>
<tr>
<td>2. Reserve &amp; Surplus</td>
<td>492.76</td>
</tr>
<tr>
<td>3. Secured Loans</td>
<td>3579.11</td>
</tr>
<tr>
<td>4. Unsecured Loans</td>
<td>337.62</td>
</tr>
<tr>
<td>5. Current Liabilities</td>
<td>2319.99</td>
</tr>
</tbody>
</table>

---

Total: 7908.15

Marketing:

The product has a wide range of market in the country and abroad. The products are sold through its own marketing departments or warehouses located at Delhi, Bombay, Madras, Calcutta, Ahemadabad and Ludhiana. These warehouses collect the orders from the customers and production is done in accordance with these orders.

Goods are exported to the various countries like - USA, Holland, Dubai, France, Germani, England, Saudi Arabia, Kuwait, Switsarland etc. near about 50 countries
### Tables and Analysis

1. Total number of employees.
2. Wages and salaries.
3. Age of employees.
4. Number of dependents on employees.
5. Occupational background.
Total number of Employees at different levels employed in units under study

The investigation in this study is confined to the manufacturing units situated in the Industrial area of Aurangabad city.

For the purpose of study six units are taken namely 1) Dagger Forst, 2) Pembril Engineering, 3) Lupin Laboratories, 4) Meltron and 5) Jhalani Tools. These five units are situated in Industrial Area, Chikalthana (Aurangabad) and Aurangabad Textile Ltd. is situated in the city near Central Bus stand, Kotwalpura, Aurangabad. Out of these six units, Aurangabad Textile and Meltron, these two units, are being managed by the government and remaining four units, Dagger Forst, Pembril Engineering, Lupin Lab. and Jhalani Tools are managed by joint stock company. While selecting the units as samples the purpose was that only those units would be studied which have employed more than 100 persons. This decision was based on the premises that units employing less than 100 persons are not likely to have a clearly demarcated adequate top managerial, middle level managerial and the bottom level workers. They would not only lack a core of professional managerial cadre but also are least likely to have organised labour.
These six units formed the universe of the investigation and the respondents were drawn from these units only. These units were engaged in many diverse manufacturing activities.

The respondents who were interviewed in the present study represent three different levels of the organisational hierarchy, namely, top level managers, middle level managers and bottom level workers.

A defined unit-wise break up of top level managers, middle level managers and workers is given below in Table No. 2.3
### Table No. 2.3

**Total Number of employees at different levels**

Total number of employees covered in the study at different levels.

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Name of Unit</th>
<th>Total No. of workers</th>
<th>Selected at 10%</th>
<th>Total No. of top level managers</th>
<th>Selected at 50%</th>
<th>Total No. of middle level managers</th>
<th>Selected at 50%</th>
<th>Total of workers, top level managers and middle level managers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dagger</td>
<td>125</td>
<td>17</td>
<td>9</td>
<td>5</td>
<td>16</td>
<td>8</td>
<td>30</td>
<td>12.50</td>
</tr>
<tr>
<td>2</td>
<td>Pembril</td>
<td>119</td>
<td>12</td>
<td>8</td>
<td>5</td>
<td>12</td>
<td>6</td>
<td>23</td>
<td>9.58</td>
</tr>
<tr>
<td>3</td>
<td>Aurangabad</td>
<td>309</td>
<td>31</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>36</td>
<td>15.00</td>
</tr>
<tr>
<td>4</td>
<td>Lupin</td>
<td>297</td>
<td>30</td>
<td>16</td>
<td>8</td>
<td>28</td>
<td>14</td>
<td>52</td>
<td>21.67</td>
</tr>
<tr>
<td>5</td>
<td>Meltron</td>
<td>277</td>
<td>30</td>
<td>8</td>
<td>4</td>
<td>13</td>
<td>6</td>
<td>40</td>
<td>16.67</td>
</tr>
<tr>
<td>6</td>
<td>Jhalani</td>
<td>403</td>
<td>40</td>
<td>13</td>
<td>6</td>
<td>27</td>
<td>13</td>
<td>59</td>
<td>24.58</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1530</strong></td>
<td></td>
<td><strong>160</strong></td>
<td><strong>56</strong></td>
<td><strong>30</strong></td>
<td><strong>99</strong></td>
<td><strong>50</strong></td>
<td><strong>240</strong></td>
<td><strong>100.00</strong></td>
</tr>
<tr>
<td><strong>Percentage</strong></td>
<td></td>
<td></td>
<td><strong>66.67%</strong></td>
<td><strong>12.5%</strong></td>
<td><strong>20.83%</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

129
A random sample at 10% was taken in case of workers. Out of 1530 workers, 160 workers were taken out for the purpose of study. Since the number of top level managers and middle level managers was small it was decided to include 50% of them as respondents in the present study at random. Out of 56 top managers 30 managers and out of 99 middle level managers 50 managers were considered proper. The total number of respondents that was to be studied in the present study, was 240. This total number includes 160 workers, 30 top level managers and 50 middle level managers. Their respective percentages are 66.67%, 12.50% and 20.83%.

**Wages and Salaries**

Wages and salaries constitute the major component of the monetary system of motivating individuals to do their best. Wages and salaries provide the means of meeting the various basic physiological and security needs of the individual.

In addition to have a means of livelihood, wages and salaries are also an indicator of certain status, prestige and professional competence in an organisation and the society. Table No.2.4 gives the relevant details about the worker's total emoluments in different industrial units.
4. Table No. 2.4

Total Emoluments of workers in different units

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Name of Unit</th>
<th>Below 2000</th>
<th>2001 to 3000</th>
<th>3001 to 3500</th>
<th>3501 and above</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dagger</td>
<td>01</td>
<td>14</td>
<td>02</td>
<td>-</td>
<td>17</td>
</tr>
<tr>
<td>2</td>
<td>Pembril</td>
<td>-</td>
<td>03</td>
<td>04</td>
<td>05</td>
<td>12</td>
</tr>
<tr>
<td>3</td>
<td>Aurangabad</td>
<td>19</td>
<td>10</td>
<td>01</td>
<td>01</td>
<td>31</td>
</tr>
<tr>
<td>4</td>
<td>Lupin</td>
<td>07</td>
<td>20</td>
<td>03</td>
<td>-</td>
<td>30</td>
</tr>
<tr>
<td>5</td>
<td>Meltron</td>
<td>23</td>
<td>05</td>
<td>02</td>
<td>-</td>
<td>30</td>
</tr>
<tr>
<td>6</td>
<td>Zalani</td>
<td>02</td>
<td>32</td>
<td>06</td>
<td>-</td>
<td>40</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total</th>
<th>52</th>
<th>84</th>
<th>18</th>
<th>06</th>
<th>160</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>32.5</td>
<td>52.5</td>
<td>11.25</td>
<td>3.75</td>
<td>100</td>
</tr>
</tbody>
</table>

The above table reveals that more than 50% workers are drawing the wages between the wage group 2001 to 3000. Second stands the group 1001 to 2000, the percentage of which is 32.5%. A considerable number of workers is in the wage group 3001 to 3500. Their percentage is 11.25. Very small number of workers is drawing the wages above 3501. The percentage stands at 3.75.

The details of the mean wages, life of the units and length of service of the workers are given in the following table.
Table No. 2.5

Table Showing Mean Wages, life of the units and mean length of service of the workers.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of the unit</th>
<th>Mean Wages in Rs.</th>
<th>life of units in years</th>
<th>Mean length of service in years</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Aurangabad</td>
<td>1952</td>
<td>105</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Dagger</td>
<td>2529</td>
<td>21</td>
<td>18</td>
</tr>
<tr>
<td>3</td>
<td>Jhalani</td>
<td>2563</td>
<td>18</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Pembril</td>
<td>3271</td>
<td>17</td>
<td>11</td>
</tr>
<tr>
<td>5</td>
<td>Lupin</td>
<td>2342</td>
<td>14</td>
<td>9</td>
</tr>
<tr>
<td>6</td>
<td>Meltron</td>
<td>1783</td>
<td>9</td>
<td>4</td>
</tr>
</tbody>
</table>

Standard or overall mean wages are Rs.2407.

The above table shows that the Pembril Engineering is standing at first place in paying the wages to its workers Rs.3271 as against standard mean wages Rs.2407. Jhalani Tools and Dagger Forst these two units are paying the wages above standard or mean wages Rs.2563 and Rs.2529 respectively against Rs.2407. Even though Lupin is a well reputed company in the world for its quality product it is paying the wages Rs.2342 to the workers below standard Rs.2407. It seems that though the unit is running into profit year after year but the workers are not properly benefited.
The workers in Meltron and Aurangabad Textile are paid below the average i.e. Rs.1783 and Rs.1952 respectively as against standard wages Rs.2407.

Difference in wage payment per worker in Meltron is (2407-1783) Rs.624 per month and in Aurangabad Textile it is Rs.(2407-1952) 455 per month is considerable.

It seems that these two units are running at the cost of labour. The principle of equal pay for equal work is not followed by these units. These two units are managed by the Government. It shows that workers in these two units gave more priority to safety rather than wages.

Mean length of service period of workers in Meltron is very short, 4 years against the life span of the unit is 9 years. It means that there is a labour turnover in the unit to some extent.

Aurangabad Textile has crossed the 100 years of its standing. It is too old. It is just continued only for maintaining the workers of the unit. There is no scope for wage improvement according the capacity of the unit. It seems that there is lot of variations in the wages earned by the workers in different units for the same type of position or job performed. Naturally it affects the motivation of the work when he is not paid on par with other organisation in
the same industrial area or town.

Wage differentials have a great economic and social significance, for they are directly related to the allocation of the economic resources of a country, including manpower, growth of the national income and the pace of economic development.

**Age of Workers**

Respondent's (worker's) age in different undertakings.

Age is a dynamic factor which shares his attitudes and future course of action. However, one can find difference between a young worker and an aged worker in many aspects. There is also a difference in work behaviour between a new comer and an old employee. An attempt is made in the Table No. 2.6 to assess the age group of the workers in the manufacturing units.
6. Table No. 2.6

Age Group of selected workers.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the unit</th>
<th>Up to 30</th>
<th>31 to 40</th>
<th>41 to 50</th>
<th>51 to 60</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dagger</td>
<td>03</td>
<td>07</td>
<td>06</td>
<td>01</td>
<td>17</td>
</tr>
<tr>
<td>2</td>
<td>Pembril</td>
<td>04</td>
<td>07</td>
<td>01</td>
<td>-</td>
<td>12</td>
</tr>
<tr>
<td>3</td>
<td>Aurangabad</td>
<td>05</td>
<td>12</td>
<td>11</td>
<td>03</td>
<td>31</td>
</tr>
<tr>
<td>4</td>
<td>Lupin</td>
<td>23</td>
<td>07</td>
<td>-</td>
<td>-</td>
<td>30</td>
</tr>
<tr>
<td>5</td>
<td>Meltron</td>
<td>25</td>
<td>05</td>
<td>-</td>
<td>-</td>
<td>30</td>
</tr>
<tr>
<td>6</td>
<td>Jhalani</td>
<td>01</td>
<td>33</td>
<td>06</td>
<td>-</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>61</td>
<td>71</td>
<td>24</td>
<td>04</td>
<td>160</td>
</tr>
</tbody>
</table>

Percentage 38.13 44.37 15 2.50 100

7 Table No. 2.7

Mean Ages of workers and life span of units.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of the unit</th>
<th>Mean ages of workers</th>
<th>Life of the unit on 31-12-95</th>
<th>Year of Establishment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dagger</td>
<td>38 years</td>
<td>21 years</td>
<td>1974</td>
</tr>
<tr>
<td>2</td>
<td>Pembril</td>
<td>33</td>
<td>17</td>
<td>1978</td>
</tr>
<tr>
<td>3</td>
<td>Aurangabad</td>
<td>39 years</td>
<td>105 years</td>
<td>1890</td>
</tr>
<tr>
<td>4</td>
<td>Lupin</td>
<td>28 years</td>
<td>14 years</td>
<td>1981</td>
</tr>
<tr>
<td>5</td>
<td>Meltron</td>
<td>27 years</td>
<td>9 years</td>
<td>1986</td>
</tr>
<tr>
<td>6</td>
<td>Jhalani</td>
<td>37 years</td>
<td>18 years</td>
<td>1977</td>
</tr>
</tbody>
</table>
Overall mean Age 34 years.

Table 2.6 shows that 132 out of 160 workers are below (61+71) 40 years. It shows that majority of the workers (83%) are below the age of 40 years. Most of the workers are in the age group below 30, and 31-40. Their percentages are 38.18% and 44.37% respectively. The age group 41-50 is showing considerable percentage i.e. 15%. Very few workers are there in the age group 51-60, the percentage of which is the lowest i.e. 2.5%.

Table 2.7 reveals the average age and life period of units. The mean ages in Meltron and Lupin are 27 years and 28 years respectively. The workers are young. This is because of the life span of these two units. The life span of these two units is also very small i.e. 9 years and 14 years respectively.

Overall mean age is 34 years. The mean ages in Aurangabad Textile, Dagger Forst and Jhalani Tools are 39 years, 38 years and 37 years respectively. They are above the overall mean age of 34 years. The life span of these two units is also of long period 105 years, 21 years and 18 years. The mean age in Pembril Engineering is 33 years which is below overall mean age.

From the above table it shows that Meltron and Lupin
these two units have younger workers while Aurangabad, Dagger Forst and Jhalani Tools have older (aged) workers. Pembrid has neither younger nor older workers but middle aged workers.

**Number of dependents on workers**

Worker is one of the members of the family. Members of the family may be depending upon the earnings of the workers. Development of family depends upon the number of dependants on worker. An earlier study by Morse of white-collar workers in America indicated that, the more number of dependants one has, the less satisfaction he has with his job.

To provide for oneself and one's family is an important social milieu. To be "manly" or to be the "head" of the family is a common social expectation, which is usually achieved by working. The job provides the individual with money from which he meets these family obligations.

The following table gives the details of number of dependants on workers in the present study.

* Reference: Morse, Nancy, Satisfaction in the White Collar Job, Institute for Social Research, University of Michigan, 1953 P.72
8 Table No. 2.8

Total number of dependants on workers in the manufacturing units.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of the unit</th>
<th>No.of Dependents</th>
<th>Age of the unit on 31-12-95</th>
<th>Mean length of service of workers on 31-12-95</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Single 2-4 5-7 More than 7 Total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1)</td>
<td>Dagger</td>
<td>- 07 09 01 17</td>
<td>21 Yrs.</td>
<td>18 Yrs.</td>
</tr>
<tr>
<td>2)</td>
<td>Pembril</td>
<td>- 09 03 - 12</td>
<td>17 Yrs.</td>
<td>11 Yrs.</td>
</tr>
<tr>
<td>3)</td>
<td>Aurangabad</td>
<td>- 11 19 01 31</td>
<td>105 Yrs.</td>
<td>15 Yrs.</td>
</tr>
<tr>
<td>4)</td>
<td>Lupin</td>
<td>01 16 10 03 30</td>
<td>14 Yrs.</td>
<td>9 Yrs.</td>
</tr>
<tr>
<td>5)</td>
<td>Meltron</td>
<td>04 19 06 01 30</td>
<td>9 Yrs.</td>
<td>4 Yrs.</td>
</tr>
<tr>
<td>6)</td>
<td>Jhalani</td>
<td>- 04 28 08 40</td>
<td>18 Yrs.</td>
<td>15 Yrs.</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>05 66 75 14 160</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Overall % 3 41 47 9 100
The percentage of number of dependants on workers between the group 5-7 is the highest which is 47%. Next stands the group 2-4. It's share is 41%. There are very few workers having more than 7 dependants. Their percentage is 9%. Number of workers having single dependant is not considerable, the percentage of which is 3%.

The life period of the Aurangabad Textile, Jhalani Tools and Dagger Forst is longer, hence number of dependants on workers are more in these three units. Number of dependants in these three units ranges from 5-7.

The life period of Pembril, Lupin and Meltron is comparatively short, therefore, number of dependants are less than 4.

**Occupational Background of workers**

Occupation origin plays a very vital role while considering entry of workers in industrial sector. Hence, an attempt is made in Table.2.9. to study the relationship of occupational origin and the entry of the workers in the industrial sector.
Table No. 2.9

Occupational Background of workers

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of the unit</th>
<th>Agriculture</th>
<th>Business</th>
<th>Service</th>
<th>Labour</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dagger</td>
<td>09</td>
<td>-</td>
<td>02</td>
<td>06</td>
<td>17</td>
</tr>
<tr>
<td>2</td>
<td>Pembril</td>
<td>05</td>
<td>01</td>
<td>04</td>
<td>02</td>
<td>12</td>
</tr>
<tr>
<td>3</td>
<td>Aurangabad</td>
<td>12</td>
<td>01</td>
<td>08</td>
<td>10</td>
<td>31</td>
</tr>
<tr>
<td>4</td>
<td>Lupin</td>
<td>13</td>
<td>01</td>
<td>11</td>
<td>05</td>
<td>30</td>
</tr>
<tr>
<td>5</td>
<td>Meltron</td>
<td>10</td>
<td>02</td>
<td>16</td>
<td>02</td>
<td>30</td>
</tr>
<tr>
<td>6</td>
<td>Jhalani</td>
<td>19</td>
<td>04</td>
<td>08</td>
<td>09</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>68</td>
<td>09</td>
<td>49</td>
<td>34</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td>percentage</td>
<td>42.5</td>
<td>5.63</td>
<td>30.62</td>
<td>21.5</td>
<td>100</td>
</tr>
</tbody>
</table>

The highest percentage i.e. 42.5% of the total workers has agricultural experience and next to that 30.62% of the workers has the service experience. On the contrary very few or low percentage of the workers have business experience which is 5.63%. 21.25% of the workers have experience of labour.

India is an agricultural country. More than 70% of the population live in rural India. But agriculture is not providing the employment to all of them. The workers
residing in agriculture sector are migrating from agriculture to industry due to non-availability of employment in agriculture. The percentage of this background is the highest which is 42.5%.

The workers having service background are standing second, 30%. It seems that they also do not find much scope in other field except industry.

The persons from labour community are also considerable, 21.25%. They want to be in the same field in which their parents were working.

Very few persons are coming from business community only 5%. Persons from business community do not want to leave their hierarchical field. It seems that business community might be thinking that earning in business is more than the earning of a worker in the industry. Therefore, they are sticking to their hierarchical business and not joining the job of worker.

Educational Qualifications of Workers in different undertakings

Educational background is a necessary condition for smooth functioning of the industrial sector. Hence, it is considered essential to know the educational background of the various workers. Keeping in view the nature of our respondents and for practical reasons six educational categories are made.
Details are given in the following table.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Units</th>
<th>Below SSC</th>
<th>SSC ITI</th>
<th>HSC ITI</th>
<th>Diploma</th>
<th>Graduate</th>
<th>Post Graduate</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dagger</td>
<td>04</td>
<td>11</td>
<td>01</td>
<td>01</td>
<td>-</td>
<td>-</td>
<td>17</td>
</tr>
<tr>
<td>2</td>
<td>Pembril</td>
<td>03</td>
<td>03</td>
<td>03</td>
<td>02</td>
<td>01</td>
<td>-</td>
<td>12</td>
</tr>
<tr>
<td>3</td>
<td>Aurangabad</td>
<td>07</td>
<td>17</td>
<td>01</td>
<td>-</td>
<td>04</td>
<td>02</td>
<td>31</td>
</tr>
<tr>
<td>4</td>
<td>Lupin</td>
<td>06</td>
<td>08</td>
<td>10</td>
<td>-</td>
<td>04</td>
<td>02</td>
<td>30</td>
</tr>
<tr>
<td>5</td>
<td>Meltron</td>
<td>05</td>
<td>13</td>
<td>05</td>
<td>02</td>
<td>05</td>
<td>-</td>
<td>30</td>
</tr>
<tr>
<td>6</td>
<td>Jhalani</td>
<td>05</td>
<td>30</td>
<td>01</td>
<td>-</td>
<td>03</td>
<td>01</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>30</td>
<td>82</td>
<td>21</td>
<td>05</td>
<td>17</td>
<td>05</td>
<td>160</td>
</tr>
</tbody>
</table>

Percentage 19% 51% 13% 3% 11% 3% 100%

The above table reveals that workers having qualification SSC+ITI shared the highest percentage which is 51% of the total while workers having qualification of diploma and post graduation shared the lowest percentage which is 3% each. Workers having qualifications below S.S.C. and H.S.C.+I.T.I. shared the percentages of 19% and 13% respectively.

The above table indicates that industrial units prefer persons who have additional qualification of I.T.I. The percentage of the persons having S.S.C.+I.T.I. is the highest 51%. The percentage of the H.S.C.+I.T.I. is also
considerable, 13%. The Aurangabad Textile Unit has considerable number of persons having qualification below S.S.C. This would be due to the old age of the units.

Diplomaholders and post graduates are not preferring the job of workers. The percentage of these two qualifications is very small 3% each. Number of graduates is also very good, 11%. It reveals that due to non-availability of good employment, graduates are also joining the job of workers.

11 Table No. 2.11
Total Emoluments of Top level managers in the different units.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of the unit</th>
<th>Below 2000</th>
<th>2000 to 3000</th>
<th>3001 to 3500</th>
<th>3005 and above</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dagger</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>05</td>
<td>05</td>
</tr>
<tr>
<td>2</td>
<td>Pembril</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>05</td>
<td>05</td>
</tr>
<tr>
<td>3</td>
<td>Aurangabad</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>02</td>
<td>02</td>
</tr>
<tr>
<td>4</td>
<td>Lupin</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>08</td>
<td>08</td>
</tr>
<tr>
<td>5</td>
<td>Meltron</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>04</td>
<td>04</td>
</tr>
<tr>
<td>6</td>
<td>Jhalani</td>
<td>-</td>
<td>-</td>
<td>01</td>
<td>05</td>
<td>06</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>-</td>
<td>-</td>
<td>01</td>
<td>29</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>percentage</td>
<td>-</td>
<td>-</td>
<td>3%</td>
<td>97%</td>
<td>100%</td>
</tr>
</tbody>
</table>

143
The above Table 2.11 discloses that almost all the top level managers are drawing the salaries above Rs. 3500. Only one manager in Jhalani Tools out of 30 managers is drawing the salary below Rs. 3500. The managers in Jhalani Tools are promoted from the workers and academically their qualification is very low. Some of them are only S.S.C. with I.T.I.

12 Table No. 2.12
Mean salaries, Life of the units and Mean length of service of the Top Level Managers.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of the unit</th>
<th>Mean salaries</th>
<th>Life of the units in years 31-12-1995</th>
<th>Mean length of service of TLM on 31-12-95</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>Aurangabad</td>
<td>6850</td>
<td>105</td>
<td>8.5 years</td>
</tr>
<tr>
<td>2)</td>
<td>Dagger</td>
<td>4520</td>
<td>21</td>
<td>13.6 &quot;</td>
</tr>
<tr>
<td>3)</td>
<td>Jhalani</td>
<td>4417</td>
<td>18</td>
<td>19.3 &quot;</td>
</tr>
<tr>
<td>4)</td>
<td>Pembril</td>
<td>7360</td>
<td>17</td>
<td>7.2 &quot;</td>
</tr>
<tr>
<td>5)</td>
<td>Lupin</td>
<td>9675</td>
<td>14</td>
<td>6.7 &quot;</td>
</tr>
<tr>
<td>6)</td>
<td>Meltron</td>
<td>9625</td>
<td>9</td>
<td>7.5 &quot;</td>
</tr>
</tbody>
</table>

Overall mean salaries is 7074.5 Rs.

The above table 2.12 gives the information about the salaries of top level managers. The managers in Lupin are getting highest salaries Rs. 9675. The Meltron is government of Maharashtra undertaking, the managers in this unit are
getting better salaries Rs. 9625 and standing at second place. The managers in Pembril and Aurangabad Textile are in a good position and getting the salaries Rs. 7360 and 6850 respectively. They are above the overall mean salaries of Rs. 7074. The managers in Dagger Forst (4520) and Jhalani Tools (4417) are at bad position in getting the salaries. Their average salary is below the overall mean salaries. Even though these units are old.

13. Table No. 2.13

Educational Qualification of Top Level Managers in different units

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dagger</td>
<td>-</td>
<td>-</td>
<td>03</td>
<td>01</td>
<td>01</td>
<td>01</td>
<td>05</td>
</tr>
<tr>
<td>2</td>
<td>Pembril</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td>01</td>
<td>04</td>
<td>05</td>
</tr>
<tr>
<td>3</td>
<td>Aurangabad</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td>02</td>
<td>02</td>
</tr>
<tr>
<td>4</td>
<td>Lupin</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td>08</td>
<td>08</td>
</tr>
<tr>
<td>5</td>
<td>Meltron</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td>02</td>
<td>02</td>
<td>04</td>
</tr>
<tr>
<td>6</td>
<td>Jhalani</td>
<td>03</td>
<td>-</td>
<td>03</td>
<td></td>
<td></td>
<td></td>
<td>06</td>
</tr>
</tbody>
</table>

Total: 03 - 06 - 04 - 17 - 30

Percentage: 10% - 20% - 13% - 57% - 100%

Table No. 2.13 indicates that more than 50% top level
managers are highly qualified having post graduate degree. They are 17 out of 30. Number of managers having graduation is less than the number of diploma holders. Diploma is considered better for the technical work. There are some managers at top level whose qualification is only S.S.C. with I.T.I. (10%). They are only in Jhalani Tools. The management of this unit gives more importance to the promotion schemes rather than qualification.

14 Table No. 2.14

Occupational Background of the Top Level Managers in various undertakings.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of the unit</th>
<th>Agriculture</th>
<th>Business</th>
<th>Service</th>
<th>Labour</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>Dagger</td>
<td>02</td>
<td>-</td>
<td>03</td>
<td>-</td>
<td>05</td>
</tr>
<tr>
<td>2)</td>
<td>Pembril</td>
<td>02</td>
<td>-</td>
<td>03</td>
<td>-</td>
<td>05</td>
</tr>
<tr>
<td>3)</td>
<td>Aurangabad</td>
<td>-</td>
<td>-</td>
<td>02</td>
<td>-</td>
<td>02</td>
</tr>
<tr>
<td>4)</td>
<td>Lupin</td>
<td>01</td>
<td>-</td>
<td>06</td>
<td>01</td>
<td>08</td>
</tr>
<tr>
<td>5)</td>
<td>Meltron</td>
<td>02</td>
<td>-</td>
<td>02</td>
<td>-</td>
<td>04</td>
</tr>
<tr>
<td>6)</td>
<td>Jhalani</td>
<td>02</td>
<td>-</td>
<td>03</td>
<td>01</td>
<td>06</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>09</td>
<td>-</td>
<td>19</td>
<td>02</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Percentage</td>
<td>30%</td>
<td>63%</td>
<td>7%</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Table No.2.14 shows that 63% top level managers are having service background. It seems that the service holders want to see their sons in service. They do not want to go
their sons in any other field. The managers from agricultural community are also in good number, 30%. Now-a days the agriculture is running into losses. The agriculture is facing the problems like high cost of seeds, fertilizers and labour. It seems that agricultural community is diverting to the service. The number of managers from labour force is very negligible 7%. There is not a single manager coming from business background.

15 Table No. 2.15

Age of Top Level Managers in different undertakings.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of the unit</th>
<th>upto 30</th>
<th>31-40</th>
<th>41-50</th>
<th>51-60</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>Dagger</td>
<td>01</td>
<td>01</td>
<td>03</td>
<td>-</td>
<td>05</td>
</tr>
<tr>
<td>2)</td>
<td>Pembril</td>
<td>-</td>
<td>04</td>
<td>01</td>
<td>-</td>
<td>05</td>
</tr>
<tr>
<td>3)</td>
<td>Aurangabad</td>
<td>-</td>
<td>-</td>
<td>02</td>
<td>-</td>
<td>02</td>
</tr>
<tr>
<td>4)</td>
<td>Lupin</td>
<td>04</td>
<td>03</td>
<td>01</td>
<td>-</td>
<td>08</td>
</tr>
<tr>
<td>5)</td>
<td>Meltron</td>
<td>-</td>
<td>03</td>
<td>-</td>
<td>01</td>
<td>04</td>
</tr>
<tr>
<td>6)</td>
<td>Jhalani</td>
<td>-</td>
<td>03</td>
<td>03</td>
<td>-</td>
<td>06</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>05</strong></td>
<td><strong>14</strong></td>
<td><strong>10</strong></td>
<td><strong>01</strong></td>
<td><strong>30</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Percentage</strong></td>
<td>17%</td>
<td>47%</td>
<td>33%</td>
<td>03%</td>
<td>100%</td>
</tr>
</tbody>
</table>

The above table indicates that 19(5+14) out of 30 top level managers are below the age of 40 years. The maximum number of managers (47%) is in the age group of 31-40. The age group
stands second, (10 managers, their percentage is 33%). Very few managers come under the group up to 30 and 51-60, 17% and 3% respectively. It indicates that middle aged managers are in large number working in the various units.

16 Table No. 2.16

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of the unit</th>
<th>Mean ages of Top level</th>
<th>Life of the unit on 31-12-1995</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>Dagger</td>
<td>39 years</td>
<td>21 years</td>
</tr>
<tr>
<td>2)</td>
<td>Pembril</td>
<td>37 &quot;</td>
<td>17 &quot;</td>
</tr>
<tr>
<td>3)</td>
<td>Aurangabad</td>
<td>45 &quot;</td>
<td>105 &quot;</td>
</tr>
<tr>
<td>4)</td>
<td>Lupin</td>
<td>32 &quot;</td>
<td>14 &quot;</td>
</tr>
<tr>
<td>5)</td>
<td>Meltron</td>
<td>40 &quot;</td>
<td>9 &quot;</td>
</tr>
<tr>
<td>6)</td>
<td>Jhalani</td>
<td>41 &quot;</td>
<td>18 &quot;</td>
</tr>
</tbody>
</table>

Overall mean age of Top Level managers is 39 years. Table reveals that the top level managers in Lupin are the youngest of all. The top level managers in Pembril (37 yrs.) Dagger Forst (39 years), Meltron (40 years) and Jhalani Tools (41 years) are near about of the same age having a difference of 2 to 3 years only. The managers in Aurangabad Textile are elder (45 years) than the managers in other units. This might be due the long life period of the unit.
### Table No. 2.17

Total number of Dependents on Top Level Managers in the undertakings.

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Name of Unit</th>
<th>Single</th>
<th>2 to 4</th>
<th>5 to 7</th>
<th>more than 7</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>Dagger</td>
<td></td>
<td>05</td>
<td></td>
<td></td>
<td>05</td>
</tr>
<tr>
<td>2)</td>
<td>Pembril</td>
<td></td>
<td>05</td>
<td></td>
<td></td>
<td>05</td>
</tr>
<tr>
<td>3)</td>
<td>Aurangabad</td>
<td></td>
<td>02</td>
<td></td>
<td></td>
<td>02</td>
</tr>
<tr>
<td>4)</td>
<td>Lupin</td>
<td>01</td>
<td>06</td>
<td>01</td>
<td></td>
<td>08</td>
</tr>
<tr>
<td>5)</td>
<td>Meltron</td>
<td></td>
<td>02</td>
<td>02</td>
<td></td>
<td>04</td>
</tr>
<tr>
<td>6)</td>
<td>Jhalani</td>
<td></td>
<td>01</td>
<td>03</td>
<td>02</td>
<td>06</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>01</td>
<td>21</td>
<td>06</td>
<td>02</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td><strong>Percentage</strong></td>
<td>3%</td>
<td>70%</td>
<td>20%</td>
<td>7%</td>
<td>100%</td>
</tr>
</tbody>
</table>

The concept of big family is declining day by day. Additional member coming into family is becoming not asset but liability to the family head. Therefore, the persons of any status are trying to make the family small. It is reflected in the above table. Large number of persons (70%) are having small number of dependents between 2-4. Considerable number of persons (20%) has dependents between 5-7. Very few managers want to keep the dependents only one (3%) and dependents more than 7 (7%).

149
Total emoluments of middle level managers in different units.

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Name of the unit</th>
<th>Below 2000</th>
<th>2001 to 3000</th>
<th>3001 to 3500</th>
<th>3501 and above</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>Dagger</td>
<td>-</td>
<td>03</td>
<td>05</td>
<td>08</td>
<td></td>
</tr>
<tr>
<td>2)</td>
<td>Fembril</td>
<td>-</td>
<td>03</td>
<td>03</td>
<td>06</td>
<td></td>
</tr>
<tr>
<td>3)</td>
<td>Aurangabad</td>
<td>01</td>
<td>-</td>
<td>02</td>
<td>03</td>
<td></td>
</tr>
<tr>
<td>4)</td>
<td>Lupin</td>
<td>-</td>
<td>02</td>
<td>12</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>5)</td>
<td>Meltron</td>
<td>-</td>
<td>02</td>
<td>04</td>
<td>06</td>
<td></td>
</tr>
<tr>
<td>6)</td>
<td>Jhalani</td>
<td>07</td>
<td>05</td>
<td>01</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>08</td>
<td>15</td>
<td>27</td>
<td>50</td>
<td></td>
</tr>
</tbody>
</table>

Percentage: 16% 30% 54% 100%

The above table indicates that more than 50% middle level managers are drawing the salaries above Rs. 3500. Most of the middle level managers in all the units are getting attractive emoluments. A considerable number of middle level managers (30%) is in the group of 3001 to 3500. Very few (16%) managers are getting salaries in the group 2001 to 3000. There is not a single manager who is getting the salaries below Rs. 2000.
Mean salaries, Life of the units and Mean Length of service of the middle level managers.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the unit</th>
<th>Mean salaries</th>
<th>Life of the unit in years</th>
<th>Mean length of service of M.L.M. on 31-12-95</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>Aurangabad</td>
<td>3350</td>
<td>105</td>
<td>15.3 years</td>
</tr>
<tr>
<td>2)</td>
<td>Dagger</td>
<td>3988</td>
<td>21</td>
<td>13.5 years</td>
</tr>
<tr>
<td>3)</td>
<td>Jhalani</td>
<td>3058</td>
<td>18</td>
<td>11.7 years</td>
</tr>
<tr>
<td>4)</td>
<td>Pembril</td>
<td>3788</td>
<td>17</td>
<td>6.7 &quot;</td>
</tr>
<tr>
<td>5)</td>
<td>Lupin</td>
<td>5489</td>
<td>14</td>
<td>5.0 &quot;</td>
</tr>
<tr>
<td>6)</td>
<td>Meltron</td>
<td>4817</td>
<td>9</td>
<td>7.8 &quot;</td>
</tr>
</tbody>
</table>

Overall mean salary is 3788. The above table shows that Lupin Lab. Ltd. is standing at first place in paying the salaries to its middle level managers Rs.5489. Meltron (4817) and Dagger Forst (3988) are also paying good salaries. The salaries paid in these three units are above the mean salaries of Rs.3788. The salaries paid in Pembril Engineering is exactly equal to the overall mean salaries. Aurangabad Textile and Jhalani Tools are paying salaries below the average salary.

The middle level managers in Aurangabad, Dagger Forst, and Jhalani Tools are more experienced than the managers in Pembril, Lupin and Meltron as their length of service indicates.
Middle Level Manager's Age in different undertakings.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of the unit</th>
<th>upto 30</th>
<th>31 to 40</th>
<th>41 to 50</th>
<th>51 to 60</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dagger</td>
<td>-</td>
<td>05</td>
<td>02</td>
<td>01</td>
<td>08</td>
</tr>
<tr>
<td>2</td>
<td>Pembril</td>
<td>03</td>
<td>03</td>
<td>-</td>
<td>-</td>
<td>06</td>
</tr>
<tr>
<td>3</td>
<td>Aurangabad</td>
<td>-</td>
<td>02</td>
<td>01</td>
<td>-</td>
<td>03</td>
</tr>
<tr>
<td>4</td>
<td>Lupin</td>
<td>10</td>
<td>04</td>
<td>-</td>
<td>-</td>
<td>14</td>
</tr>
<tr>
<td>5</td>
<td>Meltron</td>
<td>04</td>
<td>01</td>
<td>01</td>
<td>-</td>
<td>06</td>
</tr>
<tr>
<td>6</td>
<td>Jhalani</td>
<td>03</td>
<td>08</td>
<td>02</td>
<td>-</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>20</td>
<td>23</td>
<td>06</td>
<td>01</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Percentage</td>
<td>40</td>
<td>46</td>
<td>12</td>
<td>02</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 2.20 reveals that (20+23)43 out of 50 middle level managers are below 40 years. It indicates that maximum number of middle level managers, (40+46) 86% are below the age of 40 years. The age group '31-40' and 'up to 30' are the highest. Their percentages are 46% and 40%. Very few (06) middle level managers are in the age group 41-50. Only one middle level manager is there in the age group 51-60 which is as good as nil. It shows that all the undertakings have employed a team of young middle level managers.
<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of the unit</th>
<th>Mean ages of ML Managers</th>
<th>Life of the unit on 31-12-95</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dagger Forst</td>
<td>28 years.</td>
<td>21 years</td>
</tr>
<tr>
<td>2</td>
<td>Pembril Eng.</td>
<td>30 years.</td>
<td>17</td>
</tr>
<tr>
<td>3</td>
<td>Aurangabad</td>
<td>39 &quot;</td>
<td>105 &quot;</td>
</tr>
<tr>
<td>4</td>
<td>Lupin</td>
<td>28 &quot;</td>
<td>14 &quot;</td>
</tr>
<tr>
<td>5</td>
<td>Meltron</td>
<td>30 &quot;</td>
<td>9 &quot;</td>
</tr>
<tr>
<td>6</td>
<td>Jhalani</td>
<td>35 &quot;</td>
<td>18 &quot;</td>
</tr>
</tbody>
</table>

Overall Mean Age 32 years.

From the above table it seems that the middle level managers in Dagger forst (28 years) and in Lupin Laboratories (28 years) are younger than other units. Pembril Engineering and Meltron these two units (30 years) have also (30 years) team of young middle level managers. Their average ages are less than overall mean age of 32 years. The Middle level managers in Jhalani Tools (35 years) and Aurangabad Textile Mills (39 years) are elder than other units. This might be due to the longer life span period of the units.
<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of the unit</th>
<th>No. of Dependents</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Single 2 to 4 5 to 7 more than 7</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Dagger</td>
<td>- 07 01 -</td>
<td>8</td>
</tr>
<tr>
<td>2</td>
<td>Pembral</td>
<td>- 06 - -</td>
<td>06</td>
</tr>
<tr>
<td>3</td>
<td>Aurangabad</td>
<td>- 01 02 -</td>
<td>03</td>
</tr>
<tr>
<td>4</td>
<td>Lupin</td>
<td>05 09 - -</td>
<td>14</td>
</tr>
<tr>
<td>5</td>
<td>Meltron</td>
<td>01 04 01 -</td>
<td>06</td>
</tr>
<tr>
<td>6</td>
<td>Jhalani</td>
<td>01 02 10 -</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td></td>
<td>07 29 14 -</td>
<td>50</td>
</tr>
<tr>
<td>Overall Percentage</td>
<td>14 58 28</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

The percentage of number of dependents on middle level managers is the highest 58% between the group 2-4. Number of dependents between the group 5-7 is standing second 28%. There is also a considerable number of managers who have single dependant 14%. The interesting thing is that there is not any manager who is having dependants more than 7.
Table No.2.23

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the unit</th>
<th>Below SSC</th>
<th>SSC</th>
<th>HSC</th>
<th>Diploma</th>
<th>Graduate</th>
<th>Post Graduate</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dagger</td>
<td>-</td>
<td>01</td>
<td>-</td>
<td>04</td>
<td>02</td>
<td>01</td>
<td>08</td>
</tr>
<tr>
<td>2</td>
<td>Pembril</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>04</td>
<td>02</td>
<td>-</td>
<td>06</td>
</tr>
<tr>
<td>3</td>
<td>Aurangabad</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>01</td>
<td>-</td>
<td>02</td>
<td>03</td>
</tr>
<tr>
<td>4</td>
<td>Lupin</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>02</td>
<td>04</td>
<td>08</td>
<td>14</td>
</tr>
<tr>
<td>5</td>
<td>Meltron</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>01</td>
<td>04</td>
<td>01</td>
<td>06</td>
</tr>
<tr>
<td>6</td>
<td>Jhalani</td>
<td>-</td>
<td>05</td>
<td>-</td>
<td>03</td>
<td>04</td>
<td>01</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td></td>
<td>06</td>
<td>15</td>
<td>16</td>
<td>13</td>
<td>50</td>
<td></td>
</tr>
</tbody>
</table>

The above table shows that most of the middle level managers are graduate. Their percentage is 32%. Number of diploma holders is equally good 30%. They stand second. Considerable number of post graduates are also working in middle level managers rank (26%). Very few persons are there whose qualification is only S.S.C., 12%. The table shows that the managers working at middle level are technical and good qualified, only Jhalani Tools (5 out of 13) and Dagger Forst (1 out of 8) have the managers of the S.S.C. qualifications.
<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of</th>
<th>Agriculture</th>
<th>Business</th>
<th>Service</th>
<th>Labour</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dagger</td>
<td>02</td>
<td>02</td>
<td>04</td>
<td>-</td>
<td>08</td>
</tr>
<tr>
<td>2</td>
<td>Pembril</td>
<td>05</td>
<td>-</td>
<td>01</td>
<td>-</td>
<td>06</td>
</tr>
<tr>
<td>3</td>
<td>Aurangabad</td>
<td>01</td>
<td>-</td>
<td>-</td>
<td>02</td>
<td>03</td>
</tr>
<tr>
<td>4</td>
<td>Lupin</td>
<td>01</td>
<td>-</td>
<td>12</td>
<td>01</td>
<td>14</td>
</tr>
<tr>
<td>5</td>
<td>Meltron</td>
<td>02</td>
<td>01</td>
<td>02</td>
<td>01</td>
<td>06</td>
</tr>
<tr>
<td>6</td>
<td>Jhalani</td>
<td>04</td>
<td>03</td>
<td>06</td>
<td>-</td>
<td>13</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>15</th>
<th>06</th>
<th>25</th>
<th>04</th>
<th>50</th>
</tr>
</thead>
</table>

| Percentage | 30 | 12 | 50 | 08 | 100 |

Maximum number of middle level managers are coming from the service community 50%. Service community is preferring service sector. Number of persons from agriculture sector is also very good 30%. Which stands second.

Middle level managers having background of business and labour are comparatively very less 12% and 8% only.