Appendix – II Questionnaires Used

Appendix 2.1
Interview Schedule for Appraisees

PERSONAL DATA

NAME
AGE
DESIGNATION
DEPARTMENT
LENGTH OF SERVICE
PRESENT SALARY
NATURE OF WORK

__________________________________________________________________________

Joined as_________________(cadre)
on_______________________(date)
at_______________________(place)
Promoted on_______________(date)
as_______________________( cadre)

Transferred
to___________________________________________________(place)

Qualifications: -

Academic_______________________________________________

Professional/Technical__________________________________________
SECTION -A

A-1 Are you aware about the performance appraisal process in your organisation. (Please tick one)

Yes [ ] No [ ]

A-2 What do you think about the appraisal system in general?

a) Just a formality [ ]
b) A necessary evil [ ]
c) Something useful to employees and organisation [ ]

A-3 In your opinion should the appraisal primarily related to: (Please give ranks a, b, c,..................)

a) Task laid out [ ]
b) methods used to carry out the tasks [ ]
c) the individual as a person [ ]
d) Any other (please specify) [ ]

A-4 Rank the measure which should be adopted by your organisation to measure performance of workers. (Please give ranks a, b, c,)

1. Work Knowledge [ ]
2. Quality of work [ ]
3. Quantity of work [ ]
4. Technical Knowledge [ ]
5. Dependability [ ]
6. Team work [ ]
7. Attendance [ ]

A-5 Rank the measures which should be adopted by your organisation to measure the performance of supervisors. (Please give rank a, b,c,...........)

- 199 -
a) Ability and skill to control peers independently

b) Work knowledge

c) Work output

d) Behaviour with superiors

e) Proper feedback to superiors and subordinates

f) Behaviour with Peers

A-6 Rank the measures which should be adopted by your organisation to appraise the performance of Managers. (Please give ranks a, b, c ...)

a) Work knowledge. [ ]
b) Planning and organising [ ]
c) Personality traits [ ]
d) Managerial Abilities [ ]
e) Decision making [ ]
f) Behaviour with superiors [ ]
g) Behaviour with peers [ ]
h) Behaviour with subordinates [ ]
i) Any other (Please specify). [ ]

SECTION - B

B1. To what extent do you agree to the following statements? [Please tick the appropriate brackets (s)]

Strongly Agree  Agree  Un-decided  Disagree  Strongly Disagree

i) Appraisers evaluate the personal loyalty of the subordinate rather than his actual performance

[ ] [ ] [ ] [ ] [ ] [ ]

ii) Personal relationships of appraiser influence the ratings.
iii) Likes, and dislikes and prejudices of the appraiser influence his rating.

iv) Last few months before the appraisal date are crucial in influencing the assessment.

v) The appraisal largely depends on appraiser’s memory.

vi) The performance appraisal does not fully represent the actual performance of the employees.

vii) Subordinates are also responsible for making the appraisals subjective by trying to win the favour of appraisers.

viii) Performance Appraisal does not reflect the performance of the employees for entire period of the review but generally depicts the behaviour of the employees during the last few months prior to evaluation.

ix) Negative feedback by appraiser

a) results in job dissatisfaction.

b) results in frustration in employees.

c) produces hostility.

d) produces resentment.

e) results in better future performance.
f) results in poor relations of superior and subordinates

SECTION - C

Cl. / How far the Appraisal system affect the following aspects of your job. [Please tick the appropriate bracket (s)]

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Always</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Promotion</td>
<td>[      ]</td>
<td>[        ]</td>
<td>[     ]</td>
</tr>
<tr>
<td>b) Placement &amp; Transfer of employees</td>
<td>[      ]</td>
<td>[        ]</td>
<td>[     ]</td>
</tr>
<tr>
<td>c) Increments</td>
<td>[      ]</td>
<td>[        ]</td>
<td>[     ]</td>
</tr>
<tr>
<td>d) Identifying training needs</td>
<td>[      ]</td>
<td>[        ]</td>
<td>[     ]</td>
</tr>
<tr>
<td>e) Career Planning of employees</td>
<td>[      ]</td>
<td>[        ]</td>
<td>[     ]</td>
</tr>
<tr>
<td>f) Special recognition of employees for meritorious service</td>
<td>[      ]</td>
<td>[        ]</td>
<td>[     ]</td>
</tr>
<tr>
<td>g) Restricting the job responsibilities</td>
<td>[      ]</td>
<td>[        ]</td>
<td>[     ]</td>
</tr>
<tr>
<td>h) Any other (please specify)</td>
<td>[      ]</td>
<td>[        ]</td>
<td>[     ]</td>
</tr>
</tbody>
</table>

SECTION - D

D1. Do you agree that the performance appraisal result affects the future performance of the employee? (Please tick one).

Yes [ ] No [ ]

D2. To what extent have the performance appraisal systems help you in: [Please tick the appropriate bracket(s)]
D3. How far the following factors are affecting the performance appraisal system in your organisation? [Please tick the appropriate bracket(s)]

<table>
<thead>
<tr>
<th>Factor</th>
<th>Always</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of time on appraiser's part</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of time on appraisee's part</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of interest on appraiser's part</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of interest on appraisee's part</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

E1. How far are you satisfied with the following? [Please tick the appropriate bracket(s)].

<table>
<thead>
<tr>
<th>Factor</th>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
<th>Nil</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present salary</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other benefits like retirement, pension, gratuity, bonus etc.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Your Job</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuous work prospects</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion policies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
f) Opportunity to learn job skills

[ ] [ ] [ ] [ ] [ ]

g) Organization’s training programmes

[ ] [ ] [ ] [ ] [ ]

h) Opportunity for employee decision making

[ ] [ ] [ ] [ ] [ ]

i) Steadiness of employment

[ ] [ ] [ ] [ ] [ ]

j) Atmosphere of your work group and cooperation with unions

[ ] [ ] [ ] [ ] [ ]

k) Organization’s attitude towards employees

[ ] [ ] [ ] [ ] [ ]

E2. How interesting does, you find your work. (Please tick one)

Interesting [ ] Neither interesting [ ] Boring[ ] nor boring

E3. What changes in the job situation will help you to increase efficiency and productively? [Please tick the appropriate bracket(s)].

a) More pay

[ ]

b) Higher incentive pay

[ ]

c) More information relating to your work

[ ]

d) Fair treatment by the management

[ ]

e) Quicker promotion

[ ]

f) More cooperation of fellow workers

[ ]

E4. Are you satisfied with the present appraisal system and practices in your organization? (Please tick one)

Yes [ ] No [ ]
SECTION F

F1. Does your organization use ‘Management by objectives’ (MBO) method? (Please tick one)

Yes [ ] No [ ]

F2. Do you feel that meaningful and time bound targets/objectives are set for you in key areas of results? (Please tick one)

Yes [ ] No [ ]

F3. Do you feel that you have a say in determination of your targets? (Please tick one)

Always [ ] Sometimes [ ] Never [ ]

F4. Are the goals once set rigidly maintained till the end of the year or are they reviewed periodically as need arises? (Please tick one)

Reviewed [ ] Not Reviewed [ ]

F5. Do you think that MBO system in your organization is being adequately used to take decisions? (Please tick one)

Adequately [ ] Inadequately [ ] Not used [ ]
Used [ ] Not used at all

F6. What do you think, whether MBO system in your organization is successful or not? (Please tick one)

Yes [ ] No [ ]

F7. Is the ‘Self-Appraisal’ system prevalent in your organization? (Please tick one)

-- at Executive level Yes [ ] No [ ]
-- at Supervisory level Yes [ ] No [ ]

F8. Do you agree that self-appraisal leads to leniency in ratings? (Please tick one)

Yes [ ] No [ ]

F9. How much lenient attitude you adopt when you are to appraise yourself with regard to the following? (Please tick the appropriate bracket[s])

No leniency Somewhat Un Moderaely Extremely Lenient decided Lenient Lenient

- 205 -
a) Job Knowledge
[ ] [ ] [ ] [ ] [ ] [ ] [ ]
b) Work performance
[ ] [ ] [ ] [ ] [ ] [ ]
c) Training
[ ] [ ] [ ] [ ] [ ] [ ]
d) Planning
[ ] [ ] [ ] [ ] [ ] [ ]
e) Decision Making
[ ] [ ] [ ] [ ] [ ] [ ]
f) Communication
[ ] [ ] [ ] [ ] [ ] [ ]
g) Any other (please specify)
[ ] [ ] [ ] [ ] [ ] [ ]

F10. Do you agree that 'Self Appraisal' motivates you to perform better and to take more responsibility?
High [ ] Moderate [ ] Low [ ] Nil [ ]

F11. Do you think self-appraisal system is successful in your organization? (Please tick one)
Yes [ ] No [ ]

F12. Are you aware of the new Annual Appraisal Report forms/Confidential Report forms introduced in the organisation (If Yes), whether changes are making it more objective or biased?
APPENDIX 2.2

INTERVIEW SCHEDULE FOR APRAISERS

PERSONAL DATA

<table>
<thead>
<tr>
<th>NAME</th>
<th>AGE</th>
<th>DESIGNATION AND PLACE OF POSTING</th>
<th>LENGTH OF SERVICE</th>
<th>PRESENT SALARY</th>
<th>NATURE OF WORK</th>
</tr>
</thead>
</table>

Joined as _______ (Cadre) on _______ (date) at _______ (Pl Promoted on _______ (date) As _______ (Cadre)

Transferred to ________________ (Place)

Qualifications: Academic ____________ Professional/Technical.

SECTION - A

A1. Do you think that the measure adopted by your organization to appraise the performance, are the true evaluators? (If not), what are the defects?

SECTION - B

B1. To what extent do you agree to the following statements? (Please tick the appropriate bracket (s). Yes/No

i) Appraisers evaluate the personal loyalty of the subordinate rather than the actual job Performance.

ii) Appraiser hesitate in rating an individual as ‘below average’.
iii) Appraisers believe that a subordinate who is good enough in one thing must be good in other things too.

iv) Personal relationships of appraiser influence his ratings.

v) Likes and dislikes, prejudices of the appraisers influence his ratings.

vi) Last few months before the appraisal date are crucial in influencing the assessment of superiors.

vii) Subordinates are also responsible for making the appraisals subjective by trying to win the favour of superiors.

viii) Appraisers are of the view that only a small percentage of the employees should be rated as outstanding.

ix) Appraisers are of the view that none of the employees should be given negative rating as it affects the productivity of the organization.

x) Negative feedback by superiors:
(a) results in frustration in subordinates
(b) results in job dissatisfaction.
(c) produces hostility.
(d) produces resentment.
(e) results in better future performance
(f) Results in poor relations of superior and subordinate

xi) Appraisers avoid negative ratings since they have to take work from the subordinates.

B1. Do you communicate the appraisal results? [Please the appropriate bracket(s)]

a) to all [ ]
b) to poor performers only [ ]
c) to outstanding performers only [ ]
d) to none [ ]
B2. What are your views concerning the communication of appraisal results to the subordinates concerned? From the alternatives given below with which you agree most? (Please tick one)

a) The appraisee should be told how he has been evaluated - strong and weak points should be fully discussed with him. [ ]

b) Only 'remedial shortcomings' should be communicated. [ ]

B3. When appraiser gives negative feedback to his subordinate on his performance, he does it in: (Please tick one)

a) Supportive [ ]
b) Appealing approach [ ]

B4. Do you find any change in the behaviour of subordinates after giving them negative feedback or they don't bother?

B5. Do the subordinates act superficially as though he like you, after receiving negative feedback? (Please tick one)

Yes [ ] No [ ] Can't Say [ ]

B6. Before giving ratings to the employees, on which possible sources of information appraisee rely most. (Please give ranks a, b, c....)

a) Personnel records [ ]
b) Appraisee's self appraisal [ ]
c) Appraiser's notes on critical Incidents [ ]
d) Appraiser's Memory [ ]

SECTION C

C1. Rank the measure adopted by your organization to measure the performance of workers (Please give ranks a, b, c....)

1. Work Knowledge [ ]
2. Quality of work [ ]
3. Quantity of work [ ]
4. Technical Knowledge [ ]
5. Dependability [ ]
6. Team work

7. Attendance

C.2 Rank the measure adopted by your organization to measure the performance of technicians (Please give ranks a, b, c, ...)

a) Knowledge, Ability and skill in taking down the professional work.

b) Ability to undertaken work independently

c) Output

f) Personal traits

g) Behaviour with superior

h) Behaviour with peers

i) Any other (please specify)

C.3 Rank the measures adopted by your organization to measure the performance of managerial/supervisory staff. (Please give ranks a, b, c, ...)

a) Work Knowledge

b) Planning & Organising

c) Personality Traits

d) Managerial abilities

e) Decision making

f) Behaviour with superior

g) Behaviour with peers

h) Behaviour with subordinates

i) Any other (please specify)

C.4 Give ranks to the following ‘Managerial Skills’ which you keep in mind while appraising the performance of Managers/Superiors. (Please give ranks a, b, c, ...)

a) Contribution towards work planning and
setting up of targets for the department, self and subordinates.

b) Speed and efficiency in decision making and problem solving.

c) Ability to readjust work plan according to competitive demands and the changing needs.

d) Willingness to take calculated risks.

e) Readiness to shoulder higher responsibilities.

f) Contribution towards guiding and motivating his staff so as to improve performance of his department and section.

g) Control in areas where he delegated/allocated task to his subordinates.

h) Any other (please specify)

C.5 Give ranks to the following ‘Job Skills’ which you keep in mind while appraising the performance of managerial/ supervisory staff. (Please give ranks a, b, c, ....)

a) Knowledge of trends, development and new techniques pertaining to employee’s field of work and specialisation.

b) Assistance in the formulation of policies and specialisation.

c) Development of new ideas, techniques and procedures for improving efficiency and productivity.

C.6 Give ranks to the following ‘Behavioural Skills’ which you keep in mind while appraising the performance of managerial/ supervisory staff. (Please give ranks a, b, c ...)

a) Sensitivity and tact in dealing with personal problems of peers, subordinates and clients.

b) Understands people and creates in them enthusiasm for work.

c) Well behaved and respectful towards
his/ her superiors.

SECTION - D

D.1 Have you ever attended any training programme regarding performance appraisal? (Please tick one)

Yes [ ] No [ ]

D.2 How far in your opinion the performance appraisal system of your organisation is successful in correctly identifying training needs (Please tick one)

Yes [ ] No [ ]

D.3 Do you feel that there is a need for training the appraiser in judging the performance and potential of their subordinates? (Please tick one)

Yes [ ] No [ ]

SECTION - E

E.1 How far in your opinion, the decisions in the following matters are based upon the performance appraisal results, in your organization. [Please tick the appropriate bracket(s)]

<table>
<thead>
<tr>
<th>Always</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Promotion of Employees [ ] [ ] [ ]</td>
<td>[ ] [ ] [ ]</td>
<td>[ ] [ ] [ ]</td>
</tr>
<tr>
<td>b) Placement and transfer of employees</td>
<td>[ ] [ ] [ ]</td>
<td>[ ] [ ] [ ]</td>
</tr>
<tr>
<td>c) Increment decisions [ ] [ ] [ ]</td>
<td>[ ] [ ] [ ]</td>
<td>[ ] [ ] [ ]</td>
</tr>
<tr>
<td>d) Identifying training needs [ ] [ ] [ ]</td>
<td>[ ] [ ] [ ]</td>
<td>[ ] [ ] [ ]</td>
</tr>
<tr>
<td>e) Restricting the job responsibilities [ ] [ ] [ ]</td>
<td>[ ] [ ] [ ]</td>
<td>[ ] [ ] [ ]</td>
</tr>
<tr>
<td>f) Selection of executive [ ] [ ] [ ]</td>
<td>[ ] [ ] [ ]</td>
<td>[ ] [ ] [ ]</td>
</tr>
</tbody>
</table>
for special assignments

g) Special recognition of [ ] [ ] [ ] executives for meritorious service.

h) Any other, (please specify) [ ] [ ] [ ]

E.2 Any comments you would like to make regarding the above mentioned and uses of performance appraisal.

a) Promotion of employees

b) Placement & Transfer of employees

c) Increment decision

d) Identifying training needs

e) Restricting the job responsibilities

f) Selection of executive for special assignments

g) Special recognition of executives for meritorious service.

h) Any other, (please specify)

F.1 Do you agree that the performance appraisal result affects the future performance of the employee? (Please tick one)

High [ ] Moderate [ ]

Low [ ] Nil [ ]

F.2 To what extent in your opinion, the employees improve themselves after receiving performance appraisal results?

F.3 Do you agree that the present performance appraisal system is effective in estimating a person's?

a) Competence at present job. Yes/ No

b) Potential for the future. Yes/ No
F.4 To what extent have the performance appraisal results helped your subordinates to: [Please tick the appropriate bracket(s)]

<table>
<thead>
<tr>
<th></th>
<th>to maximum extent</th>
<th>to some to limited extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Improving their present performance</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>b) Improve communication</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>c) Setting higher goals for the future</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>d) Their self development</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>e) Deal more directly with work related problems</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

F.5 How far the following factors are affecting the performance appraisal system in your organization [Please tick the appropriate bracket(s)]

<table>
<thead>
<tr>
<th></th>
<th>Always</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Lack of time on appraiser's part</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>b) Lack of time on appraisee's part</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>c) Lack of interest on appraiser's part</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>d) Lack of interest on appraisee's part</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

SECTION G

G.1 whether your organization use “Management by objectives (MBO)” method? (Please tick one)

Yes [ ] No [ ]

G.2 How do you fix Key Result Areas (KRAs) or Key Performance Areas (KPAs) at all levels?

Yes [ ] No [ ]

G.3 Do you feel that your subordinates have a say in determination of their targets? (Please tick one)

Yes [ ] No [ ]
G.4 Is the MBO system in your organisation successful. (Please tick one)
Yes [ ] No [ ]

G.5 Is the ‘Self Appraisal’ system prevalent in your organization.
- at executive level Yes/ No
- at Supervisory level Yes/ No

G.6 If yes, what are the dimensions of ‘Self appraisal’ [Please tick the appropriate bracket(s)]
a) Job/Work Performance [ ]
b) Planning [ ]
c) Training [ ]
d) Decision Making [ ]
e) Communication [ ]
f) Any other (Please specify) [ ]

G.7 Do you agree that ‘self appraisal’ leads to leniency in rating? (Please tick one)
Yes [ ] No [ ]

G.8 What do you think that ‘self appraisal’ should be focussed only on important responsibilities or it should cover all of an employee’s duties? Why?

G.9 What do you agree that ‘self appraisal’ motivates the employees to take more responsibility for his or her own performance and growth? (Please tick one).
Yes [ ] No [ ] can’t say [ ]

G.10. Do you think that ‘self appraisal’ system is successful in year organization? (Please tick one)
Yes [ ] No [ ]

G.11. Do you note ‘critical incidents’ of the employees?
Always [ ] Sometimes [ ] Rarely [ ]
Never [ ]
G.12. How much weightage is given to these critical incidents while writing the final report of the appraisee? (Please tick one)

High [ ] Moderate [ ] Low [ ]

G.13. Is there any other method used by your organization to appraise the performance. Discuss in brief.

G.14. Are you aware of the new Annual Appraisal Report forms/Confidential Report forms introduced in the organisation (Yes/No),?

Appendix III:

Details of the Selected Organizations

1. About ISGEC

About The Engineering group was launched in 1946 with the establishment of The Indian Sugar & General Engineering Corporation (ISGEC). It manufactures a variety of heavy engineering equipments for varied applications. ISGEC John Thompson (IJT) located at Gurgaon (Haryana), supplies Boilers and associated equipment on turnkey basis.

In 1960 collaborated with John Thompson, UK to form a joint company by the name of ISGEC John Thompson.

LOCATION

ISGEC (WORKS) is located at Yamuna Nagar on the Ambala - Saharanpur highway. It is well connected by rail and road. It is approximately 200 Kms by road from a national capital Delhi and 110 Kms from state capital Chandigarh.
**INFRASTRUCTURE**

ISGEC has a sprawling works covering an area of about 25 hectares including covered production area of around 35,000 square meters. It has capacity to handle jobs weighing up to 100 Tons (Single Piece). Extensive facilities for hot and cold rolling, machining, welding, heat treatment and stringent Quality Controls help to ensure strict compliance to International standards.

More than 125 sophisticated machines and machine tools are installed in various production bays. Apart from these, more than 100 welding machines are under operation. ISGEC has own captive power generation of 3650 KVA through DG sets.

**ISGEC COLLABORATORS**

Working continuously towards further excellence in technology, it entered into technical collaborations with Internationally well known companies of UK, Japan, USA and Italy.

**PRODUCT RANGE**

Diversity of their product range enable them to serve industry from Automobile and ship building to oil and Natural gas, defence, Aeronautics and Nuclear Power. The group's product range includes for:-

1) Hydraulic Presses, Mechanical Presses and Press Brakes. The company has supplied and successfully commissioned around 1000 Presses all over the country and abroad. Few of the prestigious presses built include a 2600 Tones Hydraulic Press for Defence and a 900 Tones Mechanical Press for Premier Automobiles.
2.) Process plant equipments for Fertilizer, refinery, Petro chemical and other industries.

3.) Turnkey sugar and cement plants.

4.) Industrial and Power Boilers.

5.) Equipments for India’s Nuclear Establishments. Equipment supplied to Bhabha Atomic research Centre, Nuclear Power Corporation, Centre of Advanced Technology and Indira Gandhi Centre for Atomic Research.

6.) Chlorine, Ammonia and other gases containers. They are the largest manufacturers of chlorine containers in the world.

ORGANIZATION

ISGEC corporate office is located at New Delhi. It houses corporate level exports, imports, Finance, Planning, Administration and HRD departments. Besides the office of the Chairman-cum-Managing Director is also located in the same complex. ISGEC’s registered office is located at Yamunanagar.

ISGEC works at Yamunanagar is center of manufacturing activities of heavy engineering capital goods. Its employees are well qualified and trained with a total strength of around 1940 persons. Works activities are divided into three sections namely Pressure Vessel Division (PVD), Machine Building Division (MBD) and foundry Group. All these section work as independent profit centers.

Number of Employees

Total Employees - 1940 (Till June 2009)
Managerial Staff - 397 (Technical)
060 (Non-Technical)
004 (Female)
Workers - 1479
2. About YGCL

YGCL is a Public Limited Company listed with Delhi stock Exchange having its registered office at Jagadhari and corporate office at New Delhi. The capital and reserves of the company in millions and the group turnover is around IRS. 35 millions. The company has been making profits and paying constant dividend to its shareholders since inception.

PRODUCT LINES

The Company started its operation as industrial gas manufacturers in the year 1975 and later switched over to various Electro-Chemical Insulation Medias such as Cable Jointing Terminations and Kits up to 66KV, Anti-Corrosive Coatings, Sealants and FRP postured products marketed under the brand name “DENSONS”.

The Company’s products conform to various international standards and have been tested by CPRI, Bangalore and CESI, Italy. The Company has Branch Offices at New Delhi, Mumbai, Kolkata and Chennai and a strong dealer network spread through out the country.

EXPORTS

The Company is exporting its products to 30 countries around the globe and the Company is a common shopping place for all types of Cable Jointing Systems, FRP Safety Ladders and other products by various Engineering/Power Sectors and utilities in Govt. /Private Sectors. These products find worldwide acceptance in markets like Europe, the Middle and Far East and Africa in over 25 countries. During 2003-04, the company achieved an Export turnover of IRS.71 millions.
LOCATION

YGCL is located at Jagadhari on the Ambala-Yamunanagar highway in Haryana. It is well connected by road and rail. It is approximately 180 Kms from state capital Chandigarh and 220 Kms from national capital Delhi.

NUMBER OF EMPLOYEES

<table>
<thead>
<tr>
<th>Position</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Employees</td>
<td>240 (June 2003)</td>
</tr>
<tr>
<td>Senior Managers</td>
<td>007</td>
</tr>
<tr>
<td>Managers</td>
<td>015</td>
</tr>
<tr>
<td>Deputy Managers</td>
<td>020</td>
</tr>
<tr>
<td>Engineers</td>
<td>024</td>
</tr>
<tr>
<td>Foreman</td>
<td>030</td>
</tr>
<tr>
<td>Workers</td>
<td>144</td>
</tr>
</tbody>
</table>

ISO - CERTIFICATION

YGCL is an ISO-9001 certified company providing global solutions in power distribution.

3. About BILT

BILT is India’s largest paper company and the only Indian company to rank amongst the top 100 paper companies in the world

Ballarpur Industries Limited (BILT), part of the US$ 3 bn Avantha Group, is the undisputed leader of the Indian paper industry. It is India’s largest manufacturer and exporter of paper, with a strong
presence in all segments of the usage spectrum, including writing and printing (W&P) paper, industrial paper and speciality paper. Complementing this is a diversified production infrastructure with six manufacturing units spread across the country.

In recent years, BILT has evolved as a dynamic, knowledge-driven organisation focused towards creation of stakeholder value. In the process, it has also transformed the paper industry from its traditional 'commodity market' mindset to a branded one. A concerted programme of innovation and technological excellence helps it proactively respond to the needs of each individual segment. Today, BILT not only has the range, but also a well entrenched distribution network that enables it to reach customers, any time, any place.

As the industry leader, BILT is committed to developing its business towards ecological, social and economic sustainability. Community development and upliftment of the marginalized sections have been identified as focus areas. BILT offers vocational training and programmes on micro financing for the unemployed. The company works extensively with the communities on a broad range of issues, including health, education and strengthening of the village panchayat system through training of members on issues relating to governance, development, and fund management. BILT, in collaboration with its partner NGOs, has helped established Self Help Groups (SHGs) at the village level to implement its social programmes. It has also joined hands with Pratham, an NGO that runs primary education programmes all over the country. A key initiative in environmental accountability is the BILT farm forestry programme, which has, to date, brought 32,000 hectares under plantation, benefitting nearly 37,000 farmers.
STATUS OF THE COMPANY & TURN OVER

BILT is a Public Limited Company listed with Delhi stock Exchange having its registered office at Yamuna Nagar and corporate office at New Delhi. The total turnover of the bilt 3000 crore & is expected to cross the Rs 3,000-crore turnover mark over the next two years. The company has charted out a Rs 1,200-crore expansion and modernisation plan, which will enable it to double the total paper production capacity to 8 lakh tonnes by 2007-08. Its board of directors has already approved the investment..

PRODUCT LINES

The Company started its operation as vanaspati ghee under the brand name SHREE GOPAL and later switched over to paper manufacturing Industry.

The Company's products line is Business Stationary such as BILT royal executive bond parent sheets, Retail Packs, Sunlit Bond, and so many types of premium note pads. The Company has Branch Offices at New Delhi, Mumbai, Kolkata and Chennai and a strong dealer network spread through out the country.

EXPORTS

The Company is exporting its products to in so many countries around the world.

LOCATION

BILT is located at Yamuna Nagar is well connected by road and rail. It is approximately 110 Kms from state capital Chandigarh and 220 Kms from national capital Delhi.
NUMBER OF EMPLOYEES

The total employee of BILT is 1700.

ISO - CERTIFICATION

BILT is an ISO 9001: 14001 certified company.