Chapter – 7
SUMMARY OF FINDINGS, SUGGESTION AND CONCLUSION

7.1 Findings.

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This chapter presents the highlights of the research findings, suggestions and conclusions with regard to the working of company. The suggestions that could be applied in other governmental infrastructure companies involved in the development of our country are enumerated.

Chapter wise details of the research presentations followed by the findings with regard to each objectives and the testing of each hypothesis designed at the beginning of the research are enumerated. This is also followed by the findings arrived through the financial analysis, ratio-analysis, SWOT analysis and conclusions of the research.

7.1 Findings

For this research work traditional and new models are used. Analysis of financial questions of the company using ratio analysis and new strategic models such as SWOT analysis embedded with five force analysis, value chain analysis, seven–s organisational analysis and project management analysis have been done before arriving at the findings of the research.

The research work has been detailed in the thesis in the form of seven chapters. The first chapter introduces the main theme and overall objective of the thesis and research problem. The detailed research objectives which are explicitly listed with the associated hypothesis, the research methodology, data collection and analysis methods are presented. The significance of the study is done and the limitations of the study are enumerated.

The second Chapter gives the Literature survey under taken by the researcher about the Evolution of public enterprise in India with regard to public sector management, evolution of public sector, Scenario with regard to public sector undertakings. Then it precedes with the development of infrastructure development, public sector undertakings in particular the role of public sector undertakings in the
development of Indian economy. Then the review of recent research papers on the analysis of public sector undertakings.

The third chapter introduces in detail the researcher’s study of the company with complete organisation profile. This chapter details the profile, the organisation structure, working pattern and the way the company executes the projects. The progress made by the company in this decade and the scenario of company for the financial year 2010-2011 is also given.

The fourth Chapter contains theoretical overview of various modules for analysis of the evaluation of the working of the company. This chapter describes the logic and requirement of the selected frame work of analysis of the company, namely selected analysis methods for evaluation of the company and its relevance for present research, Financial questions and Ratio analysis, Strength, Weakness, Opportunity and Threat analysis embedded with five force analysis, value chain analysis, seven–S organisational analysis and project management analysis are presented.

The fifth Chapter contains empirical details of the Research methodology applied by the researcher. The sample survey selected and the strategy for primary survey, the data collection, analysis methods selected for research evaluation of different parameters required to rate and overall evaluation of the working of the company are presented. The additional primary and secondary data collection methods adopted for research, the sample size, stratification, types of Questionnaire, Questionnaire design strategy to focus the survey in investigation the objectives and test the hypothesis designed for research objectives are enumerated. Finally the time, type, regional and other limitations of research are given.

The sixth Chapter gives details the sample survey results and its interpretations and suggestions for the results of each question in the survey of technical as well as the non technical staff through the mirror of statistical tests and stratification. This chapter is followed by details of whether each hypothesis is accepted or rejected. This chapter details the complete financial question analysis, ratio- analysis (2001 to 2010), SWOT analysis of company with five force, value chain analysis, seven–S analysis and project management analysis of the company.
The seventh chapter of the thesis bring out the findings and suggestions and conclusions on the working of company

**Findings of the thesis with reference to each objective of research:**

The findings of the research with regard to each objective and the hypothesis are detailed below.

**First objective of research:**

To understand the different methods of evaluation that could be used in the evaluation of working of Public sector undertaking.

The researcher has adopted a new method of evaluation of company. SWOT analysis embedded with five force analysis, value chain analysis, seven–s organisational analysis and project management analysis besides the sample survey of employees and financial question analysis of company have been used effectively. The sample survey of the technical personnel as well as non technical staff was conducted to find the level of operational efficiency, financial systems, human resource management and to find the working of the company (for evaluation purpose).

1. **The analysis of financial questions**, turnover and profits for the decade (2001-2010), Profitability Ratios, Asset Ratios, and Current Ratios was done to evaluate the financial working of the company.

2. **The evaluation of overall organisational efficiency** of working of the company was done using the SWOT analysis model embedded with 5 – Force analysis, value chain analysis and 7-S frame work analysis.

3. **Project management analysis of this company was** done to evaluate the execution of projects in the sphere of rural infrastructure developments and consultancy projects.

The new model used for the analysis designed by the researcher has been shown in Fig 4.1. The designed model is used to arrive at findings, suggestions and conclusion of research elaborated in the chapter 4.
Second objective of research:

To specifically study the organizational working pattern

Findings:

The survey of the research has revealed that the working pattern of the company was not accepted by most of the employees, thereby employees were not putting their best motivated effort in their working. This area needs complete overhaul to bring efficiency into the organisation.

Third objective of research:

To analyze the existing financial performance of the company

Findings:

The statistical survey revealed that the financial management practices and procedures were on just normal level and were strong enough to guide the company to navigate efficiently and effectively. There is a need for the overall betterment of the financial management systems of the company. The Financial questions, analysis model reveal that the company has consistently increased their turnover for the past ten financial years and has made profit only in the last two financial years.

Fourth objective of research:

To analyze the operating efficiency and working capital management of the company

Findings:

The survey shows that the company is not performing to the optimum operational efficiency and has just average level of performance. There is ample scope for improvement of the same and the study revealed that this lower level of operational efficiency is one of the reasons for losses during 2004 to 2008.

Working capital management: The survey revealed that the working capital management practices of the company were not in systematic condition and most employees felt that the system adopted by the company is not satisfactory.
Fifth objective of research:
To examine the impact of organizational policy on financial performance

Findings:
The survey revealed that organisational policy had direct links to the financial performance. The study revealed that the organisational policy with reference to financial, working capital, project management and audit and HR practices were the reasons for the losses of the company during 2004-05 to 2007-08.

Sixth objective of research:
To suggest appropriate organisational re-structuring to improve the performance

Findings:
The survey revealed the need for the organisational re-structuring to improve the performance. The statistical survey revealed that re-structuring and ISO implementations would improve the overall organisational performance and there by the financial performance of the company. The suitable re-structuring is detailed in the same chapter under “7.3- suggestions”.

Major Findings
The interpretations, findings through the microscope of ratio analysis, profit v/s turn-over, statistical analysis and graphs are discussed under headings in the previous pages in detail. But the summary of the same is detailed below:

1. The research study shows that under the profit v/s turnover analysis that the period of losses of the company was overcome in the successive years. The company has shown a remarkable and steep increase in the turnover for the last two years i.e. 2009-2010 and 2008-2009 and has achieved a turnaround from the losses.

2. The research study shows that the turnover has approximately doubled in the last two years. It shows that the company could definitely achieve a turnover figure of 550 to 600 Crores in the financial year 2010-2011 make a profit of around 25 Crores as per the calculations based on moving average trend analysis.

3. The research concludes that the company could achieve a better profit of around 45 to 50 Crores in the coming year if the operational efficiency of the company is improved.
4. The conclusions from the turnover v/s profit figures analysis is that the company can make better profits and avoid any loss by better management of its costs and project management and operational control mechanisms.

5. The research study shows that through the statistical analysis of current ratios of the decade is above the standard value and there is a favourable cash flow in the company for project execution and the fund-flows into the company. They are sufficient to sustain its day to day operations even in non-profit years. The conclusions from statistical study of ratio analysis says that the company has to improve upon their project management efficiency and cost effective techniques and use better inventory management to cut down inventory piled up in the company.

    The profitability ratios show that for all practical and logical analysis the company has made losses in the four consecutive years (2005-2006 to 2008-2009). The company recovered for better in the financial years 2008-2009 and 2009-2010 and the same trend will be continued for the present year 2010-2011 and the coming financial year 2011-2012.

    The research concludes that for the present year 2010-11 the company can have a turnover of more than 600 Crores and a profit of 20 Crores and for financial years 2011-2012 the turnover will be above 700 Crores and a profit around 30 Crores by incrementing their operational efficiency by better management practices. It can also show better earnings per share – equity year after year.

6. The research study shows that the performance of company in exceeding the sales –turnover creation has not increased consistently over a period of 10 years.

**Major findings from the statistical survey are summarized below:**

1. Technical staff to an extent of 84% opined that the consultancy works taken up during past three years were yielding returns for the company.
2. Survey revealed that the implementation of ISO certification can bring change in the system of operation of the company.
3. Majority of technical executives felt that vision and mission had to be re-defined and had to be properly communicated to all employees.
4. Working pattern away from the traditional governmental way of working in this state run organisation could be changed by the attitudinal change of employees and that it was possible from proper training programme to all employees on rotation basis.

5. The survey revealed that there was a need to update the technical skills and management skills of technical middle level managers.

6. Technical executives to an extent of 68% felt that working capital management had to be given utmost importance as the organisation has seen times of great cash crunch which affected the morale of employees between the dark periods of losses (2004-05 to 2007-08).

7. The reason for loss pointed out by the technical staff was that before 2004, the government used to entrust the works directly on the basis of schedule of rates plus over head charges of 10% on estimated cost prepared by the officials. But from 2004 – onwards Transparent in procurement Act was introduced by the state Government and the company had to compete in tender bids with private company and had to bid on equal footage to get the works awarded. This caused their profit margins to come down drastically and if there was any cost over runs or project delays then it lead to losses on projects. It took around four to five years time to adjust to the new set-up and make profits by better operational efficiency and financial management systems.

8. Majority of technical executives felt that if all the projects under taken had been completed in time the company would have made excellent profit with the same level of projects on hand.

9. The survey revealed that 60% respondents felt that there was dead-wood that had to be cut in the companies organisation structure – that means to say that some executives were working very hard and there were some who were not contributing to the working of organisation and no action had been taken as it is state run enterprise.

10. The survey revealed that 55% respondents felt that communication move was very slow in the organisation and Jobs were delayed and that it was one of the reasons for project delays.

11. The survey revealed that 75% respondents felt that organisation re-structuring was a must and there was need for more flat organisation for the communication flow in the organisation.
12. The survey revealed that 65% respondents felt that there was governmental interference with regard to HR issues like transfers and promotion. The survey found that governmental interference was reduced partially for the three years period 2008, 2009 and 2010.

13. The survey revealed that there was need for financial experts to guide the company to frame new financial management systems and practices.

14. The survey found that there was a need for a turn-around plan and the organisation had to appoint a new set of young experienced engineers to take the organization in the new path of quality.

15. The survey revealed that there is shortage of field and office staff due to large number of small works taken entire state.

16. The survey revealed that 45% responders felt that there was no defined Quality systems for the working of the organization and there was need to appoint Quality consultants like Norton and Norton consultants to redefine the organizational structure to suit the organization and to “bring Business units and project units and project teams” that work within the frame work of time and deliver results and the BU’s will have to take up responsibility for project failures, delays and cost-overruns. Whether such systems could be implemented in state-run organization or not can only be envisaged.

17. The survey revealed that 66% respondents felt that better human resource environment with good attitude, faith and trust between top-management and middle level management, reward systems for good work and timely project completion, incentive and promotion based on merit and past efficient and effective project management and completion, cost-effective execution will pave way for growth and progress of the company.

**Findings from various models analysis:**

There is need to improve upon the Inbound Logistics, outbound logistics by adoption of Quality management principles and inventory management. The operational management needs some better project management techniques for cost control and project expedition. On marketing front there is a need to get projects for better rates from government.
1. The **structure** of the company has to be flattened and the information has to flow faster and effectively.

2. The **Skill** levels with reference to technical skills, human resource handling skills and project management, managerial skills have to be improved by effective training, development programmes and they need to be sensitised to the changing challenges of global environment and its quality and delivery schedule requirements.

3. **Systems** have been improved in the last two to three years **yielding** better operational efficiency and generating profits and better overall organisational performance as has been revealed in the discussion of top managerial staff and research scholars.

4. **The style of** governmental organisation has not changed over these three phases of financial years. The sample survey of technical personnel revealed that the working pattern which is bureaucratic in nature and slow in decision process has changed marginally over the last three years, but not substantially to yield profits and increase the performance level of the organisation. So the study reveals that the working pattern has to be changed and needs vast improvement. It will go a long way in fetching better performance levels through wide openings for growth in this spectrum.

5. As per the survey **staff** qualities has improved over the past three to four years by way of effective training and development activity have increased the efficiency level of their output and have been instrumental in increasing the turnover and the profits from 2008-2009.

6. **The shared vision** has been better communicated in the III phase i.e. in the financial years between 2008-2009, 2009-2010 and 2010-2011 than the previous year’s i.e. I and II phase of this decade. The survey reveals that slowly and steadily there is growth of awareness of the vision, mission and objectives in all its employees as the vision has been communicated successfully and being felt by the employees, thereby increasing the commitment level, and pride among the employees towards the organisational brand name and its objective. The change of name of the company from “The Karnataka Land Army Limited” to “Karnataka Rural Infrastructure Development Limited” has a positive effect in creating better sense of belonging and awareness of the objectives of the company.
7. The study reveals that **strategy and strategic planning** have evolved in the third phase of this decade i.e. from 2008-2009 to the financial year 2010-2011 to counter the open tender of governmental rural infrastructure projects which are made to workout at optimal cost for the project and bid with private players to get the orders. This has brought an emergency, because the changed situation has made the company to work with cost minimization and project strict-time-schedules to achieve profits and any small deviation in cost of procurement of project materials and time over-runs would lead the company to losses. This emergency has brought better strategy and project strategic planning for the company to anticipate in advance any type of “cost and time overruns and avoid the same”. It has lead to increased operational efficiency and effectiveness in bringing down the cost of infrastructure projects on hand. From the discussions with top-management and financial analysis it is found that the company has risen to the occasion as per the survey and has achieved better operational efficiency by new strategies and achieved better value and has made consistent increase in its turn-over and profits in this phase.

The technical executives need training programme on the real utility of the PERT and CPM, other project control and cost control tools. They need to increase their commitment and faith on these scientific and analytical tools and realise that they will be really useful for bringing efficiency in project execution and delivery systems.

**7.2 Suggestions**

Suggestions from sample survey of employees:

1. The research survey suggests that by changing the present working pattern there will be drastic changes in the financial performance of the company. The working pattern has to be changed in the following aspects:
   a) Bureaucratic procedures and policies
   b) The delegation of powers which is more or less concentrated at the top
   c) The levels of management– Engineer ‡ Assistant Director ‡ Deputy Director ‡ Joint Director ‡ General Manager ‡ Managing Director ‡ Chairman ‡ Board.
d) Sub division ‡ Division ‡ Zonal Office ‡ Head Office ‡ Board ‡ Government Department ‡ Ministerial Secretariat etc are to be flattened for speedy working and decision process since this organisation has to work both government and private company.

e) Present performance appraisal system has to be changed. The performance of the official for the year has to test by assigning targets set in the beginning of the year and achievement have to be monitored every quarter and results have to be communicated for improvement.

f) The annual increment, promotion, transfer and other personnel policies have to change from governmental rules to more liberal and which are suited to the needs of Infrastructure Company and faster business processes.

g) The purchasing and procurement policies have to be streamlined and delegated to division level from to the Head office to maintain minimum stocks of the construction materials at the stores to optimize on production process – i.e. construction of projects.

h) The financial systems and polices in utilising surplus funds need changes

i) The working capital management systems and policies should be effectively implemented

j) The costing and auditing systems and procedures must be continuous process

k) Huge advance amount (several lakhs) is being given to site engineers same shall be reduced to few thousands.

l) Management information system (MIS) for project monitoring and control is to done by computerising entire organisation.

m) The billing and payment procedures have to be simplified

n) Training and development need to be focused on not just skill development but also on the aspects of redefining and re-organising the total working pattern of the organisation from traditional base of job-product production to the “business process”, “Business units” and business process re-engineering should be operational and organisational efficient.

2. The research survey suggests that as the present operational efficiency is at lower level because of the above mentioned working pattern of the company. There is ample opportunity for improvement. The research suggests that the organisational re-structuring would bring positive change in the financial performance.
3. The research survey suggests that changing the present working pattern will bring changes in capital management. Funds releases shall be simple and it shall be single window clearance.

4. The research survey suggests that the application of self evaluating and control tools will save the company from financial losses and lead the company on the path of sustenance, growth and higher profitability path.

5. The research survey suggests that better HRM practices will save the company from the dark shadows of operational as well as cash losses to better motivated working environment, greater profitability and growth in future. HRD and Training wing is to established under the direct controlled of Managing Director.

6. The most important research suggestion is that the company has to implement professional management for it will definitely have a leveraging effect on the sound financial performance. This can be achieved through
   a) Appointments based on merit and experience than any other criteria should be implemented.
   b) promotions based on seniority cum merit and results than any other criteria must be taken up
   c) Introduction of incentives, increment systems to motivate the committed and result oriented employees and engineers to bring creative and healthy competition for the progress of company can be introduced

7. The research suggests that drastic changes in financial management systems will bring better financial performance.

8. The research suggests that drastic changes in working capital management practices will bring better financial performance

9. The research suggests that frequent changes in the managerial positions will have effect on performance of the organisation.

10. There is need for new organisational structure (less flat and less bureaucratic) to improve operational efficiency of the company.

11. There is a shortage of technical and ministerial staff for execution of large number of works entrusted in entire state. Action shall be taken to repatriate staff who are already gone on deputation to other departments and fresh recruitment shall be made for smooth running of organisation

12. The research has come to the conclusion that the team-work and team-effort among executives of different cadres has to be improved by way of continuous
training and employee development programmes and better HR policies to see that each employee gives his optimum performance to the company.

13. The employee satisfaction could be improved by better working environments and employee welfare benefits to make the employee deliver better service to the company.

14. The introduction of participatory management practices, decision making process by all the technical executives will not only motivate them to deliver their best and contribute to the company but also make the top-management become aware of on-site problems and project critical issues that need greater attention.

15. There is a need of a turn-around plan for the company to make the company have a vertical growth and remarkable incremental operational efficiency.

The plan could be executed as follows:

a) Appointment of quality consultants for implementation of Quality system, quality circles and zero-inventory management practices in the organisation.

b) ISO implementation that lead to better documentation and quality auditing.

c) Implementation of Business process, re-engineering and splitting the organisation into BU’s – Business units (BU) responsible for managing profit centres in infrastructural projects rather than traditional departments.

d) Implementation of total quality practices suited for infrastructure company

e) Re-designing result oriented HR and personnel policy

f) New organisation structure for the company based on projects on hand rather than fixed structure.

g) Deputing engineers for project management institute (*PMI) course to empower them with new tools and techniques of cost effective and failure-proof project implementation.

(* PMI - Project management institute is a professional international body of project manager’s worldwide to empower them with modern techniques of Project execution by sharing the knowledge base between them).

The technology used for the project management has to be updated year after year to expedite projects, bring quality in the execution to avoid reworks and repairs of the projects after inspection. Zero defect quality systems could be applied for cost-reduction. The procurement systems could be cost and quality sensitised to bring about timely materials and non-over stocking. The just-in-time systems could be applied by training of all technical staff and
Admin staff to apply the quality systems, pareto diagrams, cause and effect diagrams for error proof optimum project delivery. There by the operational efficiency could be increased for better profitability of project operations.

16. The research suggests that there is a need for communication of the long-term vision plans and long-term financial plans of company. All employees of top-management must build self-esteem and a sense of belongingness. This will boost pride for the work done by each employee and build morale among them towards the company.

17. The research suggests that the tempo built up in the past two years because of cash profit generation as a result of improved financial, working capital and HR management has to be maintained as lessons for future for further improvement and quality of operations of the company and that should be not give rise to complacency and satisfaction for both middle level management and top-management. This important suggestion is the outcome of the financial analysis and that the profit has decreased in the year 2009-2010 as against 2008-2009 though the turnover has steadily increased over these two financial years.

18. The positive sign of improvement of operational efficiency exhibited in the past two-three financial years 2008-09, 2009-10 and 2010-11 has to be maintained and the learning curve of effective operations should be a benchmark for the company for better profits, gains and expansion of the company.

19. There is a need for excellent training and development programme for all the employees. The calendar of training programme for all employees should be designed in advance annually and the same should be communicated to all employees in advance for them to get mentally prepared for the same. The technical personnel should be given adequate training Programme on project analysis, control and implementation tools, techniques besides basic personality skills, quality management skills such as communication, team-building, quality circles, control charts, pareto diagrams, cause and effect diagrams, kanban and lean manufacturing, process management techniques and Kiazen (continuous improvement techniques. The office staff should also be trained in communication, team-building and other soft skills for better attitudinal development among the employees. The Japanese spend around 8% of their turnover on an average for training and development and according to Demings that it is the reason for their technological and innovative leadership in the world.
Hence the company should make it mandatory. Incentives for attending training should be given and this will build strong human resource strength for the company and pave way for a strong futuristic company and leadership in rural infrastructure building in Karnataka.

The research also suggests that some selected ADs, DDs and Engineers could be trained in the salient features of Quality management principles which will go a long way in cost control and error proof project delivery. They are kaizen techniques – continuous improvement by way of finding OFI - (opportunities for improvement) from all corners and all the personnel involved in the project, Quality circle implementations, kanaban, lean manufacturing techniques as applied to project management, Six sigma quality tools, pareto techniques, cause and effect diagram with addition of solution cards, Five-S technique of housekeeping for ware house, stores and project site management and other total quality management principles could be applied in infrastructure project management.

20. The research suggests that the middle level managers should concentrate on the consultancy and training work and focus groups could open up this new area for revenue.

21. There is a need to re-define the vision and mission question with greater clarity and it should be communicated properly to all employees.

22. The cost-effective operations and execution of projects are of utmost importance for the survival, growth and prosperity.

23. The research suggests that there is a need for additional functional heads like General Manager (HR&D), General Manager (Quality control & vigilance), Company Secretary, Legal advisor for smooth functioning

24. Promotions are not given to engineers for many years. Hence there is an urgent need for creation of additional essential posts at divisional/zonal level to motivate engineers

25. The research suggests that there is a shortage of engineers for execution of works. Action has to be taken to recruit engineers to maintain speed and quality in construction.
Consolidated suggestion

Consolidated suggestion regarding the levels of the organisation, evaluation, and recommendations for future growth and development of company are stated below.

1. Company should make strategic plans for growth keeping in mind the idea of entering into joint venture, public private participation (PPP), Built Operate and Transfer (BOT).

2. Companies progress is increasing, hence revised cadre and recruitment rules are to be framed duly keeping in view requirement of staff to various branches like Administration, Accounts and Works.

3. Company is executing the works without owning plant, machineries and form works. For timely completion of the project, machineries and form work play important role. Company has to procure required machineries from profit already earned, the investment made on plant and machinery will be having rebate in Income Tax. Also profit will be increasing by deploying own machinery on project work

4. Action shall be taken to implement Management Information System(MIS), Entrepreneur Resource Planning(ERP) and make company Zero paper principle by working all staff on computer

5. Top-management must to have a clearly defined human resource planning and policies and improved systems of employee welfare. It will not only help the company in attracting the best technical and management talent from all over India but also in enriching and improving the satisfaction and motivation levels of present employees.

6. Accounting systems should be strengthened to give sufficient information like project wise cost-sheets on weekly basis, work-progress reports, billing and project-wise release of funds to decision making executives of the company to evaluate whether the projects are accomplished in time and, well within the quality specifications and the cost estimates of each stage and milestone of project.

7. The government should take the initiative to make the company operate more independently rather than directly involving in the day to day activities of company, like HR issues (appointment, transfer and promotion, etc).
8. The top-management should take all steps to get ISO 9000 certification (9001-2000) for the company which will bring quality systems in defining the process of execution of projects so that the defects, failures and delays could be avoided and fool-proof documentation systems of the company have control over movement of work, materials and process of execution of project.

9. There is need to improve the strengths of company in the areas of operational efficiency, better organisational functioning and better bargaining power to check the cost and optimize the margin of profit in all areas - procurement of materials and storage, employment of human labour for project execution, deployment of technical and managerial personnel for project management, the technology utilized, processes and applications.

10. The company has learnt to overcome the weaknesses (experienced in the financial years between 2004 to 2008) resulting in losses and increase its overall organisational efficiency between 2008-09 to 2010-11 there by leading the company with better order positions, profit-margins and increasing turnovers.

11. The company has emerged successfully in last two financial years by better managerial, financial, technical operations and that has built up great hope, aspirations for the company to visualize a path of greater progress, better brand image, and emerge as the leading rural infrastructure development corporation of state in extending a helping hand in the growth of state economy.

12. All the suggestions given above shall be implemented in phased manner so that this organisation will be a model company in the state and in entire country.

13. The company has a unique advantage of being a rural state owned Infrastructure Company and is having several branches spread all over Karnataka. The company is serving Karnataka and other state Governments by constructing infrastructure and providing employment to thousands of employees without any financial burden to state Government since 40 years. This is a unique organisation and it can be effectively made use by the Government of Karnataka for implementing and monitoring rural development and other state government works.
7.3 Conclusions

The turnover v/s profit figures from research analysis shows that the company can make better profits and avoid any loss by better management of its costs and project management and operational control mechanisms.

From the SWOT analysis embedded with five force analysis, value chain analysis and seven–s organisational analysis, it is found that the strength of the company is better operational efficiency, better organisational functioning, and better bargaining power. These are exhibited after 2008-2009. Better HRM practices have given rise to profits. The weakness is seen in their overall performance and operational efficiency. Issues pertaining to improper decisions lead to the losses during 2004-05 to 2007-08. But in the four subsequent years the company competing with private contractors for contract incurred losses. Company took up better projects and there were profits in succeeding years i.e. from 2011 and in the next year. It is vividly shown in the research that the above strengths have lead to opportunities of profits and growth (2008-09 and 2010-11) and operational weaknesses have lead to losses and working capital problems and cash crunches within the organisation.

Statistical survey revealed that, consultancy works taken up during past three years were yielding good returns for the company. ISO certification can bring change in the system of operation of the company. Further working pattern away from the traditional governmental way of working in this state run organisation could be changed by the attitudinal change of employees and that it was possible from proper training programme to all employees on rotation basis. The research also revealed that organisation re-structuring is necessary and there was need for more flat organisation for the communication flow in the organisation. There is a need for financial experts to guide the company to frame new financial management systems and practices. There is a need to improve upon the Inbound Logistics, outbound logistics by adoption of Quality management principles and inventory management. The operational management needs some better project management techniques for cost control and project expedition.

Though, the study was exclusively focusing on various dimensions including finance, HR, project management etc., it revealed that many spheres of the organisation need pivotal attention at every level. So far, a study of this kind was not
taken. This study was first of its kind which has shed light on many hidden undisclosed facts of organisation. This was an attempt to dig-out much such hidden information which really plays a dominant role in overall performance of the organisation. This was the beginning of the beginning and certainly not the beginning of the end. Hence, this study has encompassed many vital, informative aspects. This gives room for further study as well. As the organisation itself is of a unique nature, this study also involved certain unique dimension, at most care was taken to visualise and ascertain the overall efficiency and efficacy of the organisation.