

APPENDIXES

LIST OF PUBLIC SECTOR ENTERPRISES AS ON 1.4.85.

NET PROFIT AFTER TAX AND BEFORE TAX EARNED BY ENTERPRISES

		(Rs. in lakhs)			
Sl. No.	Name of Enterprises	1984-85		1983-84	
		After Tax	Before Tax	After Tax	Before Tax
Steel					
1.	Steel Authority of India Ltd.	410	410	-21453	-21453
2.	IISCO Ujjain Pipe & Foundry Co. Ltd.	8	55	60	175
3.	Sponge Iron India Ltd.	5	5	-9	-9
4.	Ferro Scrap Nigam Ltd.	169	176	264	342
Minerals & Metals					
5.	Hindustan Zinc Ltd.	83	83	43	43
6.	Indian Rare Earths Ltd.	502	502	207	207
7.	National Mineral Development Corporation Ltd.	336	336	78	78
8.	Pyrites, Phosphates & Chemicals Ltd.	61	61	16	16
9.	Uranium Corporation of India Ltd.	49	117	64	129
10.	Neyveli Lignite Corpn. Ltd.	5769	5769	6297	6297
Coal					
11.	Central Coalfields Ltd.	964	964	6048	6048
12.	Coal India Ltd.	822	822	333	333
13.	Western Coalfields Ltd.	694	694	1212	1212
Power					
14.	National Hydroelectric Power Corpn. Ltd.	2145	2145	-651	-651
15.	National Thermal Power Corporation Ltd.	8754	8754	4490	4596
Petroleum					
16.	Bongaigaon Refinery & Petrochemicals Ltd.	279	279	252	252
17.	Bharat Petroleum Corpn. Ltd.	1396	2096	1565	1915
18.	Cochin Refineries Ltd.	258	258	947	947
19.	Hindustan Petroleum Corpn. Ltd.	1188	1245	1788	1811
20.	Hydro Carbons India Ltd.	230	486	-10	93
21.	Indian Oil Blending Ltd.	33	75	18	39
22.	Indian Oil Corporation Ltd.	8351	16235	8254	14404
23.	I.B.P. Co. Ltd.	318	629	347	577
24.	Lubrizol India Ltd.	312	495	276	459
25.	Madras Refineries Ltd.	2161	2161	653	656
26.	Oil & Natural Gas Commission	88241	162741	80566	160766
27.	Oil India Ltd.	8932	15993	6619	19795
Chemicals, Fertilizers and Pharmaceuticals					
28.	National Fertilizers Ltd.	4965	4965	2355	2355
29.	Cement Corpn. of India Ltd.	77	77	741	741
30.	The Fertilizers & Chemicals (Travancore) Ltd.	1928	1928	11	11
31.	Hindustan Insecticides Ltd.	31	31	25	25
32.	Hindustan Organic Chemicals Ltd.	312	422	423	423
33.	Indian Petrochemicals Corpn. Ltd.	5044	6102	3165	3680
34.	Madras Fertilizers Ltd.	559	1283	530	926
35.	Smith Stanistreet & Pharmaceuticals Ltd.	1	1	-10	-10
36.	Rashtriya Chemicals and Fertilizers Ltd.	4435	4435	4405	5005
37.	Southern Pesticides Corporation Ltd.	18	18	11	11
38.	Karnataka Antibiotics & Pharmaceuticals Ltd.	12	12	1	6
39.	U.P. Drugs & Pharmaceuticals Company Ltd.	28	66	40	51
40.	Damodar Cement and Slag Ltd.	0	0	-	-

(Rs in lakhs)

Sl. No.	Name of Enterprises	1984-85		1983-84	
		After Tax	Before Tax	After Tax	Before Tax
Heavy Engineering					
41.	Bharat Heavy Electricals Ltd.	7310	11369	3753	7503
42.	Bharat Heavy Plate & Vessels Ltd.	858	892	445	445
43.	Bridge & Roof Co. (India) Ltd.	82	150	162	193
44.	Burn Standard Company Ltd.	314	314	—35	—35
45.	Bharat Wagon & Engg. Co. Ltd.	162	162	38	38
46.	The Lagan Jute Machinery Co. Ltd.	59	107	16	35
Medium and Light Engineering					
47.	Balmer Lawrie & Co. Ltd.	167	336	159	281
48.	Bharat Dynamics Ltd.	123	123	—326	—326
49.	Bharat Electronics Ltd.	1447	2877	1494	2694
50.	Electronics Corpn. of India Ltd.	218	240	26	26
51.	Hindustan Cables Ltd.	761	945	668	847
52.	H.M.T. Ltd.	1995	2345	2353	3253
53.	Hindustan Teleprinters Ltd.	52	72	63	79
54.	Indian Telephone Industries Ltd.	1551	2616	1251	2076
55.	Instrumentation Ltd.	182	452	149	389
56.	Praga Tools Ltd.	139	166	204	204
57.	Andrew Yule & Company Ltd.	251	464	337	448
58.	H.M.T. Bearings Ltd.	8	8	—77	—77
59.	Rajasthan Electronics and Instruments Ltd.	10	15	10	17
Transportation Equipment					
60.	Bharat Earth Movers Ltd.	2470	4295	2083	3883
61.	Goa Shipyard Ltd.	407	705	74	104
62.	Hindustan Aeronautics Ltd.	4093	4893	3292	3292
63.	Maruti Udyog Ltd.	90	90	170	170
Consumer Goods					
64.	Hindustan Latex Ltd.	1	1	53	97
65.	Hindustan Photofilms Mfg. Co. Ltd.	306	631	291	496
66.	Modern Food Industries (India) Ltd.	59	139	98	223
67.	The National Newsprint & Paper Mills Ltd.	208	208	—117	—117
68.	Brushware Ltd.	1	1	1	1
69.	Hindustan Vegetable Oils Corpn. Ltd.	334	459	—	—
Agro-Based Industries					
70.	Andaman & Nicobar Islands Forest & Plant. Dev. Corpn. Ltd.	87	200	56	150
71.	Banarhat Tea Company Ltd.	87	454	195	493
72.	Basmatia Tea Company Ltd.	24	91	21	63
73.	Hoolungooree Tea Company Ltd.	7	19	15	19
74.	Murphulani (Assam) Tea Company Ltd.	15	49	12	35
75.	Rajgarh Tea Company Ltd.	50	173	38	111
76.	North Eastern Regional Agricultural Marketing Corporation Ltd.	0	1	4	10
Textiles					
77.	National Textile Corpn. Ltd.	61	61	94	94

(Rs. in lakhs)

Sl. No.	Name of Enterprises	1984-85		1983-84	
		After Tax	Before Tax	After Tax	Before Tax
Trading and Marketing Services					
78.	Bharat Leather Corporation Ltd.	0	0	-35	-33
79.	The Cashew Corpn. of India Ltd.	62	138	39	81
80.	Central Warehousing Corpn.	1816	1816	1636	1696
81.	C.M.C. Ltd.	52	66	65	75
82.	Electronics Trade & Technology Dev. Corpn. Ltd.	56	154	57	150
83.	Food Corpn. of India	266	366	82	314
84.	H.M.T. (International) Ltd.	75	128	61	93
85.	The Handicrafts & Handlooms Exports Corpn. of India Ltd.	8	8	40	40
86.	The Metal Scrap Trade Corpn. Ltd.	141	461	86	296
87.	The Mica Trading Corpn. of India Ltd.	22	56	22	52
88.	The Minerals & Metals Trading Corpn. of India Ltd.	2154	5239	1479	3619
89.	The Projects & Equipment Corpn. Ltd.	188	329	135	230
90.	The State Trading Corpn. of India Ltd.	2173	5773	2883	5983
91.	The Cardamom Trading Corporation Ltd.	1	1	-1	-1
Transportation Services					
92.	Air India	4469	4469	5739	5739
93.	Indian Airlines	5284	5334	4585	4635
94.	International Airports Authority of India.	2050	4550	1585	3853
95.	Dredging Corpn. of India Ltd.	527	811	460	657
96.	The Shipping Corporation of India Ltd.	227	357	-5164	-5055
97.	Vayudoot	12	12	-56	-56
Contract and Construction Services					
98.	Indian Railway Constn. Co. Ltd.	1818	2056	1275	1545
99.	Mineral Exploration Corpn. Ltd.	256	256	583	583
100.	National Bldg. Constn. Corpn. Ltd.	545	792	151	201
101.	National Projects Constn. Corpn. Ltd.	432	432	139	139
Industrial Development and Tech. Consultancy Services					
102.	Central Mine Planning & Design Institute Ltd.	68	95	100	115
103.	Engineers India Ltd.	712	1612	659	1349
104.	Metallurgical & Engg. Consultants (India) Ltd.	587	1202	361	771
105.	The National Industrial Dev. Corpn. Ltd.	16	16	4	4
106.	Rail India Technical & Economic Services Ltd.	425	575	454	549
107.	Water & Power Consultancy Services (India) Ltd.	43	75	22	34
108.	Telecommunications Consultants (India) Ltd.	328	478	427	637
Development of Small Industries					
109.	The National Small Industries Corpn. Ltd.	84	84	33	33
Tourist Services					
110.	India Tourism Dev. Corpn. Ltd.	125	125	50	56
Financial Services					
111.	Housing & Urban Dev. Corpn. Ltd.	448	448	766	766
112.	Rural Electrification Corpn. Ltd.	1354	2223	1179	-2004
113.	Export Credit Guarantee Corpn. Ltd.	68	136	—	—
Section 25 Companies					
114.	Indian Dairy Corporation	1525	1525	1196	1196
115.	National Research Dev. Corpn	3	4	2	2
116.	Trade Fair Authority of India	41	41	—	—
Total		202330	321292	148146	271871

STATEMENT 2-7B

NET LOSS AFTER TAX AND BEFORE TAX SUSTAINED BY ENTERPRISES

(Rs. in lakhs)

Sl. No.	Name of the Enterprises	1984-85		1983-84	
		After Tax	Before Tax	After Tax	Before Tax
Steel					
1.	Mishra Dhatu Nigam Ltd.	-644	- 644	-817	- 817
2.	The Indian Iron & Steel Co. Ltd.	-8160	-8160	-2406	-2406
Minerals and Metals					
3.	Kudremukh Iron Ore Co. Ltd.	-539	-539	-6969	-6969
4.	Bharat Aluminium Co. Ltd.	-1475	-1475	-3794	-3794
5.	Bharat Gold Mines Ltd.	-1200	-1200	-569	-569
6.	Bharat Refractories Ltd.	-1391	-1391	-1199	-1199
7.	Hindustan Copper Ltd.	-314	-314	-678	-678
8.	India Firebricks & Insulation Co. Ltd.	-290	-290	-181	-181
9.	Manganese Ore (India) Ltd.	-217	-217	-27	-27
Coal					
10.	Bharat Coking Coal Ltd.	-9012	-9012	-19189	-19189
11.	Eastern Coalfields Ltd.	-1366	-1366	-12788	-12788
Power					
12.	North Eastern Electric Power Corporation Ltd.	-39	-39	—	—
Chemicals, Fertilizers and Pharmaceuticals					
13.	The Fertilizer Corpn. of India Ltd.	-4454	-4454	-8316	-8316
14.	Hindustan Antibiotics Ltd.	-580	-580	-171	-171
15.	Hindustan Salts Ltd.	-34	-34	-20	-20
16.	Indian Drugs & Pharmaceuticals Ltd.	-2625	-2625	-1943	-1943
17.	Sambhar Salts Ltd.	-10	-10	-46	-46
18.	Hindustan Fertilizer Corpn. Ltd.	-7222	-7222	-7240	-7240
19.	Indian Medicines Pharmaceutical Corpn. Ltd.	-12	-12	-7	-7
20.	Maharashtra Antibiotics & Pharmaceuticals Ltd.	-56	-56	-83	-83
21.	Goa Antibiotics & Pharmaceuticals Ltd.	-44	-44	-9	-9
22.	Orissa Drugs & Chemicals Ltd.	-15	-15	-27	-27
23.	Punjab Maize Products Ltd.	-190	-190	-196	-196
24.	Rajasthan Drugs & Pharmaceuticals Ltd.	-25	-25	-21	-21
25.	Bengal Chemicals & Pharmaceuticals Ltd.	-540	-540	-210	-210
26.	Bengal Immunity Ltd.	-105	-105	—	—
Heavy Engineering					
27.	Braithwaite & Co. Ltd.	-297	-297	-70	-70
28.	Heavy Engineering Corpn. Ltd.	-5392	-5392	-5190	-5190
29.	Jessop & Co. Ltd.	-268	-268	-393	-393
30.	Mining & Allied Machinery Corpn. Ltd.	-988	-988	-882	-882
31.	Triveni Structural Ltd.	-166	-166	-311	-311
32.	Tungabhadra Steel Products Ltd.	-44	-44	-31	-31
33.	Bharat Process & Mechanical Engineers Ltd.	-164	-164	-238	-238
34.	Weighbird (India) Ltd.	-72	-72	-43	-43
Medium and Light Engineering					
35.	Bharat Pumps & Compressors Ltd.	-347	-347	126	126
	Brecco Lawrie Ltd.	-306	-306	-256	-256
	Central Electronics Ltd.	-39	-39	45	45
	Bharat Brakes & Valves Ltd.	149	-149	135	135
	National Instruments Ltd.	169	169	-172	-172
	Richardson & Cruddas (1972) Ltd.	593	593	-477	-477
36.	Semi-Conductor Complex Ltd.	-293	-293	9	9

(Rs. in lakhs)

Sl. No.	Name of the Enterprises	1984-85		1983-84	
		After Tax	Before Tax	After Tax	Before Tax
Transportation Equipments					
42.	Central Inland Water Transport Corpn. Ltd.	-1441	-1441	-1234	-1234
43.	Cochin Shipyard Ltd.	-1325	-1325	-1031	-1031
44.	Garden Reach Shipbuilders & Engineers Ltd.	-1156	-1156	-1309	-1309
45.	Hindustan Shipyard Ltd.	-1333	-1333	-528	-541
46.	Mazagon Dock Ltd.	-1015	-1015	1350	1420
47.	Scooters India Ltd.	-1380	-1380	-1223	-1223
48.	Cycle Corporation of India Ltd.	-639	-639	-458	-458
49.	National Bicycle Corporation of India Ltd.	-226	-226	-257	-257
Consumer Goods					
50.	Hindustan Paper Corporation Ltd.	—	—	-141	-141
51.	Nagaland Pulp & Paper Company Ltd.	-2069	-2069	-1690	-1690
52.	Bharat Ophthalmic Glass Ltd.	-320	-320	-262	-262
53.	The Mandya National Paper Mills Ltd.	-491	-491	-324	-324
54.	Rehabilitation Industries Corpn. Ltd.	-428	-428	-345	-345
55.	Tannery & Footwear Corpn. of India Ltd.	-762	-762	-688	-688
56.	Hooghly Printing Company Ltd.	-9	-9	-6	-6
57.	National Jute Manufactures Corporation Ltd.	-3296	-3296	-3267	-3267
58.	Hindustan Newsprint Ltd.	-867	-867	—	—
59.	Tyre Corporation of India Ltd.	-783	-783	—	—
Agro-Based Industries					
60.	National Seeds Corpn. Ltd.	-24	-24	16	16
61.	State Farms Corporation of India Ltd.	-279	-278	-35	-34
62.	The Mim Tea Company Ltd.	-1	-1	-18	-18
Textiles					
63.	NTC (Andhra Pradesh, Karnataka, Kerala & Mahe) Ltd.	-2277	-2277	-1551	-1551
64.	NTC (Delhi, Punjab & Rajasthan) Ltd.	-1212	-1212	-1014	-1014
65.	NTC (Gujarat) Ltd.	-2155	-2155	-1283	-1283
66.	NTC (Madhya Pradesh) Ltd.	-1736	-1736	-1619	-1619
67.	NTC (Maharashtra North) Ltd.	-2374	-2374	-1530	-1630
68.	NTC (South Maharashtra) Ltd.	-1917	-1917	-1569	-1569
69.	NTC (Tamilnadu & Pondicherry) Ltd.	-552	-552	-252	-252
70.	NTC (Uttar Pradesh) Ltd.	-1764	-1764	-179	-1179
71.	NTC (West Bengal, Assam, Bihar & Orissa) Ltd.	-3293	-3293	-3704	-3704
72.	The British India Corporation Ltd.	-1398	-1398	-1373	-1373
73.	The Elgin Mills Company Ltd.	-1101	-1101	-795	-795
74.	National Handlooms Development Corporation Ltd.	-21	-21	—	—
Trading and Marketing Services					
75.	Central Cottage Industries Corpn. of India Ltd.	-15	-15	1	4
76.	The Cotton Corpn. of India Ltd.	-1422	-1422	-2516	-2516
77.	The Jute Corpn. of India Ltd.	-620	-620	-732	-732
78.	North Eastern Handicrafts & Handloom Dev. Corpn. Ltd.	-22	-22	-14	-14
79.	Tea Trading Corpn. of India Ltd.	-211	-211	-539	-539
Transportation Services					
80.	All India Chartered Ltd.	-1	1	2	2
81.	The Mogul Line Ltd.	-2006	-2001	-2212	-2197
82.	Delhi Transport Corpn.	-14079	-14079	-10112	-10112

(Rs. in lakhs)

Sl. No.	Name of the Company	1984-85		1983-84	
		After Tax	Before Tax	After Tax	Before Tax
Contract and Construction Services					
83.	Hindustan Prefab Ltd.	-95	-95	-143	-143
84.	Hindustan Steel Works Costn. Ltd.	-294	-294	-1593	-1593
85.	Indian Road Constn. Corpn. Ltd.	-688	-688	184	274
Industrial Development and Tech. Consultancy Services					
86.	Engineering Projects (India) Ltd.	-1498	-1498	-3142	-3142
87.	Projects & Development India Ltd.	-444	-444	-363	-363
88.	Educational Consultants (India) Ltd.	-3	-3	-10	-10
89.	Hospital Services Consultancy Corporation (India) Ltd.	-4	-4	-1	-1
Tourist Services					
90.	Hotel Corpn. of India Ltd.	-320	-320	-320	-320
Financial Services					
91.	National Film Dev. Corpn. Ltd.	-66	9	14	68
Section 25 Companies					
92.	Artificial Limbs Mfg. Corpn. of India	-195	-195	-203	-203
Total		-109473	-109392	-124132	-123912

Total number of Enterprises - 204 excluding under sec. 25

Total number of Profit making enterprises 116

Total number of loss making enterprises 91

Total number of manufacturing enterprises. 151

GROWTH OF NITROGENOUS FERTILIZER INDUSTRY IN INDIA

Sl No	Commis- sioning Year	Company	Location of Plant	Product	Annual capacity '000 T/Year	Feed stock
1	1947	Fertilizers & Chemicals Travancore Ltd	Cochin (Kerala)	Ammonium Sulphate	50	Wood
2	1951	Sindri Fertilizer & Chemicals Ltd (Now Fertilizer Corporation of India Sindri Unit) Modernisation-See Sl.No.)	Sindri (Bihar)	Ammonium Sulphate	330	Coke
3	1959	SFCL Expansion	Sindri	Urea Double Salt	70	Coke
4	1959	FACT Expansion	Cochin	Factomas	100	Naphtha
5	1961	Nangal Fertilizers & Chemicals (Formerly FCI Nangal Unit & now National Fertilizers Ltd Nangal Unit)	Nangal	Calcium Ammonium Nitrate	320	
6	1962	SAIL Rourkela Div.	Rourkela (Orissa)	Calcium Ammonium Nitrate	480	Naphtha & Coke

* Source : Fertilizer statistics - FAI - 1955.-

Sl No	Commissioning Year	Company	Location of Plant	Product	Annual Capacity '000 T/Year	Feed Stock
7	1965	Rashtriya Chemicals & Fertilizers (RCF) (Formerly Fertilizer Corporation of India Trombay Division)	Trombay (Maharashtra)	Urea	99	Naphtha changed over to Associated Gas
8	1966	Nyveli Lignite Corporation	Nyveli (Madras)	Urea	154	Fuel Oil
9	1967	Coromandal Fertilizers	Vizag A.P.	Urea	132	Naphtha
10	1967 & 69	Gujarat State Fertilizers Company Phase I & II	Baroda (Gujarat)	Urea	364	Naphtha
		Phase - III (See Sl.No.)				Naphtha Associated Gas
11	1969	Fertilizer Corporation of India Namrup Unit	Namrup (Assam)	Urea Ammonium Sulphate	385 100	Nagural Gas
12	1969	Fertilizer Corporation of India Gorakhpur Unit	Gorakhpur (U.P)	Urea	245	Naphtha
13	1969	Indian Explosives Limited (IEL)	Kanpur (U.P)	Urea	330	Naphtha

Sl No	Commissioning Year	Company	Location of Plant	Product	Annual Capacity '000 T/Year	Feed Stock
14	1969	Shriram Fertilizer Corpn. (SFC)	Kotal	Urea	330	Naphtha
15	1971	Madras Fertilizers	Madras	Urea	210	Naphtha
16	1973	FACT-Ambalamadu Division	Cochin	Urea	330	Naphtha
17	1973	Zuairi Agro Chemicals (ZACL)	Goa	Urea	370	Naphtha
18	1974	FCI Durgapur Div.	Durgapur (W. B.)	Urea	330	Naphtha
19	1974	GSFC Phase III Expansion	Baroda	Ammonium Sulphate D.A.P	240	Naphtha Associated Gas
20	1974E	SFC Expansion	Kota			Naphtha
21	1975	IFFCO Kalon Unit	Kalon (Gujarat)	Urea	392	Naphtha
22	1975	FCI Gorakhpur Div. Expansion	Gorakhpur	Urea	550	Naphtha
23	1975	Southern Petrochemicals Industries Corpn.	Tutucorin (Tamilnadu)	Urea	528	Naphtha
24	1976	FCI Barauni Unit (Now Hindusthan Fertilizers Ltd)	Barauni (Bihar)	Urea	330	Naphtha

Sl No	Commissioning Year	Company	Location	Product	Annual capacity '000 T/Year	Feed Stock
25	1976	FCI Namrup Div.	Namrup (Assam)	Urea	330	Gas
26	1976	Mangalore Fertilizers	Mangalore (Karnataka)	Urea	340	Naphtha
27	1978	National Fertilizers Ltd Nangal Expansion	Nangal	Urea	330	Naphtha
28	1979	National Fertilizers Ltd Bhatinda Div.	Bhatinda	Urea	510	Naphtha
29	1979	National Fertilizers Ltd Panipet	Panipet	Urea	510	Naphtha
30	1979	FCI Sindri Modernisation	Sindri	Urea	510	Naphtha
31	1979	FCI Ramagundam Div.	Ramagundam (A. P.)	Urea	495	Coal
32	1979	FCI Talcher Div.	Talcher Orissa	Urea	495	Coal
33	1981	I.E.L. Expansion	Kanpur (U. P.)	Urea	495 330	Naphtha
34	1981	IFFCO Phulpur	Phulpur (U.P.)	Urea	495	Naphtha
35	1981	RCF Trombay V Expansion	Trombay	Urea	511	Gas

Sl No	Commissioning Year	Company	Location	Product	Annual capacity '000 T/Year	Feed Stock
36	1982	Gujarat Narmadavalley Fertilizers Company (GNFC)	Bharuch (Gujarat)	Urea	594	Fuel Oil
37	1984	RCF Thal Project	Thal (Maharashtra)	Urea	1452	Natural Gas
38	1985	KRIBHCO Hazira Project	Hazira (Gujarat)	Urea	1485	Natural Gas

CAPACITY UTILIZATION OF NITROGENOUS (UREA)

UNIT	MONTH & YEAR of COMMISS- IONING	ANNUAL CAPACITY 000 M.T	PRODUCTION 000 MT					% UTILIZATION				
			80-81	81-82	82-83	83-84	84-85	80-81	81-82	82-83	83-84	84-85
1. FCI Gorakhpur Sindri Mod. Ramagun- dam (AP) Talcher (Orissa)	Jan.69	284.9	130	159	161	177	179.2	45.6	56	57	62.12	62.82
	Oct.79	330	47	239	254	175	272	12	72	77	53.05	82.42
	Sep.79 Nov.80	495	57	128	162	-	203	11.5	25.9	33	-	41.10
	Sept.79 Nov.80	495	54	108	45.7	81	119	10.9	20.2	9	16.3	24.04
		1904.9	288	644	622	333	773	15	39	33	17.5	40.5
2. HFC Barauni Bihar Durgapur (W.B.) Namrup (Assam)	Nov.76	330	101	161	164	127	82	30.6	48.8	50	38.4	24.84
	Oct.74	330	76	130	85	155	125	23.6	39.4	26	46.97	37.87
	Jan.69	385	36	212	198	167	179	9.4	55.06	51.43		
		1045	213	503	347	449	386	20.4	48	33.2	42.9	36.9
3. RCF Trombay-I (Maharashtra) Trombay-V	Oct.75	99	101	93	84.1	95.6	94	102	93.94	84.95	96.56	95.85
	Oct.81	330	-	64	185	304.5	272	-	19.33	56	92.27	82.42
		429	101	157	269.1	400.1	366	102	93.94	67.36	93.2	85.3
4. NFL Bhatinda (Punjab) Nangal (Punjab) Panipat (Haryana)	Oct.79	511.5	217	291	333	310	312	42.42	56.89	65	60.66	61.06
	Apr.61	330	156	267	260	291	299	47.27	80.90	78.78	88.18	90.60
	Oct.79	511.5	148	360	353	341	341	28.96	70.45	69	66.73	66.73
		1353	561	918	946	942	952	41.46	67.8	70	69.6	70.4

* Source: Fertilizer statistics - FAI - 1980-85.

UNIT	MONTH & YEAR OF COMMISSIONING	ANNUAL CAPACITY 000 M.T.	PRODUCTION 000 MT				% UTILIZATION				APPENDIX-III	
			80-81	81-82	82-83	83-84	84-85	80-81	81-82	82-83	83-84	84-85
5. IPFCO Kalol	Jan.75	392	333	352	384	341	396	84.95	89.80	97.95	83.60	101
6. IPFCO	Mar.81	495	22.1	398	368	377	291	-	80.40	74.34	76.16	58.75
7. GSFC Baroda	Jan.69	364	259	319	250	341	396	71.15	87.64	68.68	90.10	86.5
8. JIL Pannur	Dec.67 Sep.81	675	284	439	573	328	315	42.07	65	85	79.69	92.45
9. SFC Vota	Feb.69 Dec.74	330	254	263	308	308	312	76.97	79.7	93	93.33	94.45
10. ZACL Goa	May 73	340	81	239	307	232	2534	23.82	70.29	90.29	68.23	74.70
11. MPL Madras	Nov.71	210 290(83)	149	191	182	158	254	71	92	87	54.5	87.5
12. GUPC Bharuch	July 82	594	-	-	387	459	459	-	-	65.15	92.72	92.72
13. MPCL Karantaka	Mar.76	340	182	258	211	196	291.3	53.50	75.88	62.05	57.76	85.59
14. NLC Newveli TN	Mar.66	152	134	98	101	125	127.8	88.15	64.47	66.45	82.24	84.08
15. SFC Tuticorin	June 75	512	401	394	546	424	534.6	78.32	76.95	106.64	82.81	104.30
16. PACT Ambalamadu	Sent.74	330	246	258	208	2358	206.8	74.50	78.18	63.03	71.12	62.40

Source: Fertilizer statistics - FAI - 1980-85.

Sr. Item No.	FERTILIZER CORPORATION					HINDUSTAN FERTILIZER					NATIONAL FERTILIZER					RASHTRIYA CHEM & FERTS					(Rs. in Lacs)					MADRAS FERTILIZERS				
	1980-81	1981-82	1982-83	1983-84	1984-85	1980-81	1981-82	1982-83	1983-84	1984-85	1980-81	1981-82	1982-83	1983-84	1984-85	1980-81	1981-82	1982-83	1983-84	1984-85	1980-81	1981-82	1982-83	1983-84	1984-85	1980-81	1981-82	1982-83	1983-84	1984-85
1 Paid up-capital	39561	41561	54169	54969	54969	28506	31706	39706	46331	51831	27428	27428	27428	27428	27428	21748	26147	32568	50169	50169	1365	1365	1365	1365	1365	1365	1365	1365	1365	1365
2 Gross Block	72105	72735	73388	73939	73701	25640	25886	26319	28518	29221	55831	56582	57081	57423	58527	11976	14057	28741	29954	77033	6967	7085	7179	7719	7874					
3 Net sales	9086	18178	25472	33363	33579	10312	13330	13546	17959	21256	15670	34252	31829	42192	38256	22143	24876	25689	40835	44574	15642	15934	17400	17337	20980					
4 Expenses on production	11951	21515	22356	28604	30479	12659	17291	12769	18723	25774	11642	20216	25340	28952	28145	18461	21931	22791	28629	39196	13083	16480	16720	13709	21717					
5 Depreciation	4140	6309	6239	6352	6315	1978	1974	1978	2020	1566	5234	5262	5300	5382	5435	1094	1251	2223	2741	3067	480	152	171	232	244					
6 Provision	-5981	-6607	-2261	-4031	-694	-3634	-2243	-2435	-3907	-3924	-923	9173	6018	4184	6039	2467	2993	3767	6435	5971	2340	1116	1841	1020	1375					
7 Profit/Loss	3988	6401	4311	4285	3760	1772	2570	3100	3333	3298	3290	3198	2589	1829	1074	614	867	1520	1430	1536	317	287	191	94	92					
8 Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	600	-	1330	364	899	396	724					
9 Tax provision	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
10 Net Profit/Loss	-9969	-13009	-6572	-8316	-4456	-5406	-4813	-5535	-7240	-7222	-4213	5975	3429	2355	4965	1853	2126	2247	4405	4435	693	465	711	530	559					
11 Inventories	8907	12886	14007	11653	14855	6327	10048	9702	8720	11138	5816	8182	13625	10647	12343	5346	8632	11429	8900	15266	3688	5939	6604	5181	7891					
12 Capital employed	60879	52827	57522	49643	40613	15629	11606	7259	100	5789	52296	55788	52962	43855	44044	14565	17507	29766	28742	76899	7844	6899	5749	5778	6995					
13 No. of employees	13812	13946	13126	13544	13224	9204	9641	10053	10038	10034	5653	5864	5888	6055	5046	3850	4183	4490	4670	5055	1131	1174	1270	1300	1335					
14 Total emoluments	2461	2409	2462	2814	3199	1431	1819	1749	2052	2273	484	1019	1171	1368	1392	747	874	1264	1382	1384	375	445	457	523	649					
15 Break-up.																														
Material cost.	4082	9762	11962	14181	15712	2977	5793	-	8917	14984	4520	9319	10733	12652	12563	9438	11133	15267	14573	22711	-	-	13681	10446	16051					
Manpower cost.	1835	2410	2462	2814	3199	1431	1823	1749	2052	2273	784	1019	1171	1363	1392	882	1016	1264	1382	1384	-	-	457	523	649					
Utilities cost.	2210	4545	4969	6267	7539	1368	3216	3087	3988	3836	3952	6809	8566	9951	9990	2232	4906	5752	6948	7493	-	-	1628	1084	1935					
Misc. Exp.	621	923	1188	1509	1328	940	1006	909	1051	1842	409	597	694	861	837	847	1019	1609	1894	2092	-	-	1399	1248	1332					
Repairs & Maintenance	1221	1986	2078	2472	2721	805	952	879	1028	1480	924	1132	1510	2537	1711	1200	1257	1591	1780	2002	-	-	550	409	586					
Production 000 MT	288	644	622	333	773	213	503	347	449	386	561	918	946	942	952	101	157	289	400	366	149	191	182	158	254					

SOURCE: - ANNUAL REPORTS.

FINANCIAL OPERATING RATIOS OF IDENTIFIED ENTERPRISES.

APPENDIX VB.
(IN PERCENT)

Sl. No.	YEAR	FERTILIZER CORPORATION F C I				HINDUSTAN FERTILIZERS H F C				NATIONAL FERTILIZERS N F L				RASHTRIYA CHEM & FERTS R C F				MADRAS FERTILIZERS. M F L			
		A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
	1980-81	13.6	28.6	9.1	-9.8	57.9	47.1	8.7	-23.2	29.3	23	3.9	-1.7	147.5	63.6	3.7	16.8	193.2	74.5	2.7	29.8
	1981-82	33.3	30.1	7.0	-12.5	102.9	43.8	8.3	-19.3	56.9	32.8	3.6	16.4	139	63.7	3.8	17.1	226.2	73.9	2.6	16.2
	1982-83	42.8	36.4	7.5	-4.3	181.9	29.1	9.8	-33.5	59.1	35.6	3.6	11.4	83.4	41.4	3.0	12.7	299	74.1	2.7	32
	1983-84	67.5	36.2	7.2	-8.46	-	37	8.5	-	95.6	35.6	3.8	9.5	138.2	448	-	22.4	256.7	74.4	3.7	17.7
	1984-85	79.6	36.3	7.9	-1.71	-	48.9	7.4	-	85.9	36.4	4.0	13.7	56.2	52.2	-	7.8	297.7	77.3	2.9	19.7

A NET SALES

B MATERIAL COST

C MANPOWER COST

D GROSS PROFIT

: CAPITAL EMPLOYED %

: COST OF PRODUCTION %

: COST OF PRODUCTION %

: CAPITAL EMPLOYED % -PROFITABILITY.

SOURCE : BPE SURVEY OF PUBLIC SECTOR UNDERTAKING 1982-83 AND 1984-85 AND ANNUAL REPORTS OF ENTERPRISES.

A NET SALES : CAPITAL EMPLOYED %
 B MATERIAL COST : COST OF PRODUCTION %
 C MANPOWER COST : COST OF PRODUCTION %
 D GROSS PROFIT : CAPITAL EMPLOYED % - PROFITABILITY.

SOURCE : BPE SURVEY OF PUBLIC SECTOR UNDERTAKING 1982-83 AND 1984-85 AND ANNUAL REPORTS OF ENTERPRISES.

INVENTORY OF IDENTIFIED ENTERPRISES.

APPENDIX-VI
(in Rs. Lakhs).

Sl. No.	YEAR	FERTILIZER CORPORATION F C I					HINDUSTAN FERTILIZERS H F C					NATIONAL FERTILIZERS N F L					RASHTRIYA CHEM & FERTS R C F					MADRAS FERTILIZERS. M F L.				
		A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
1980-81	F	614	6539	1754	8907	9086	314	4627	1376	6327	10312	269	4452	1095	5816	15670	400	2564	2374	5346	22143	997	1213	1574	3688	15642
1981-82	F	1103	6886	4897	12886	18178	266	4765	5017	10048	13330	854	5836	1492	8182	34252	951	3240	4441	8632	24876	1209	1446	3222	5939	15934
1982-83	F	1012	7111	5889	14012	25472	321	5874	3517	9702	13546	757	6544	6322	13625	31824	343	4357	6729	11429	25689	515	1474	4510	6604	17400
1983-84	F	883	7204	3586	11673	33363	398	6393	1935	8726	17959	933	7070	2644	10647	42192	505	4697	3698	8900	40835	549	2494	2238	5181	17337
1984-85	F	792	7945	6118	14855	33579	843	6700	3595	11138	21256	501	8093	3749	12343	38256	1397	6516	7363	15266	44574	1158	2139	4594	7891	20981

A RAW MATERIAL = Rs Lakh

B SPARES & STORES = Rs LAKH

C FINISHED GOOD = Rs LAKH

D TOTAL INVENTORIES = Rs Lakhs

E NET SALES REVENUE = Rs Lakhs

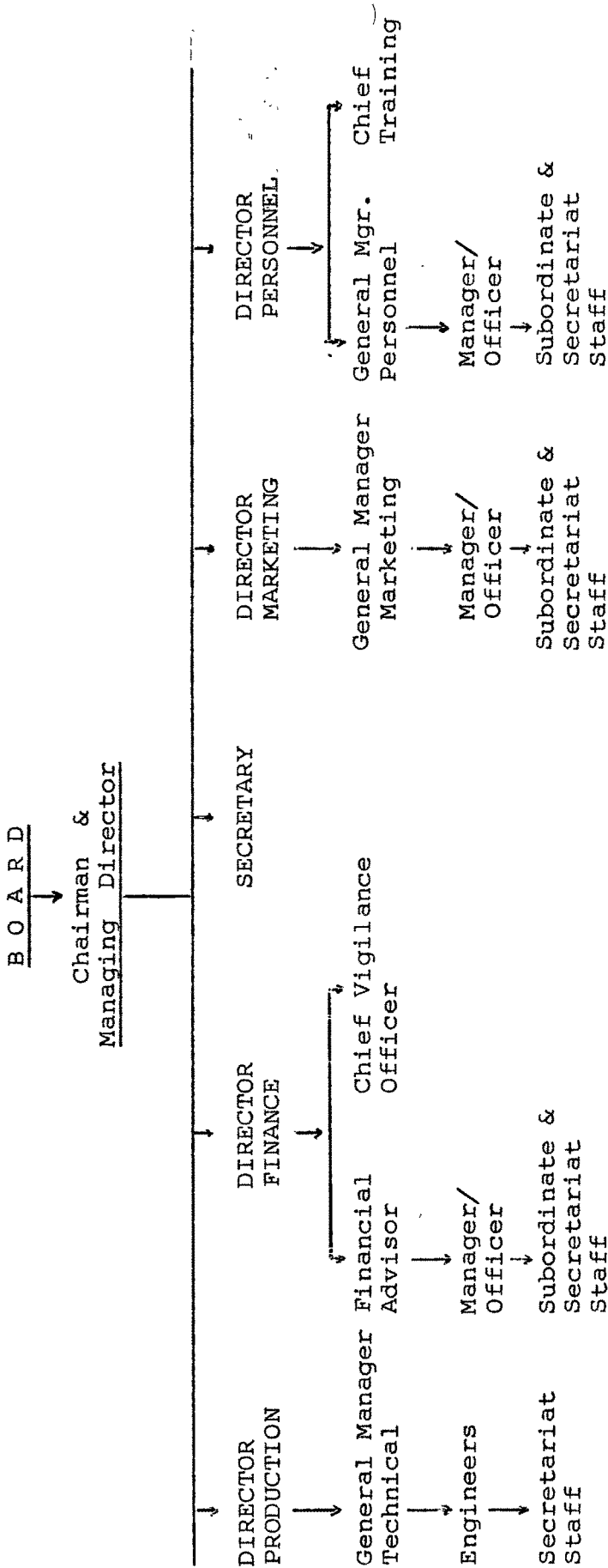
SOURCE : BPE SURVEY OF PUBLIC SECTOR UNDERTAKING 1982-83 AND 1984-85 AND ANNUAL REPORTS OF ENTERPRISES.

	FERTILIZER CORPORATION						HINDUSTHAN FERTILIZERS						NATIONAL FERTILIZERS						RASHTRIYA CHEM & FERTIS.						MADRAS FERTILIZERS							
	FOI						HFC						NFL						RCF						MFL							
	1980	'81	'82	'83	'84		1980	'81	'82	'83	'84		1980	'81	'82	'83	'84		1980	'81	'82	'83	'84		1980	'81	'82	'83	'84			
YEAR	1980-81	1981-82	1982-83	1983-84	1984-85		1980-81	1981-82	1982-83	1983-84	1984-85		1980-81	1981-82	1982-83	1983-84	1984-85		1980-81	1981-82	1982-83	1983-84	1984-85		1980-81	1981-82	1982-83	1983-84	1984-85			
Employ-ees (No.)	13812	13946	13812	13544	13221		9204	9641	10053	10038	10034		5653	5864	5888	6055	5046		3850	4183	4490	4670	5055		1131	1174	1270	1300	1335			
Average Monthly Emolu-ments (Rs)	1484	1440	1485	1731	2031		1296	1573	1450	1908	2629		1156	1448	1657	1897	1919		1617	1743	2346	2466	2282		2763	3159	2999	3353	4051			
Total Emolu-ments (Rs) lakh	2461	2409	2462	2814	3199		1431	1819	1749	2052	2273		784	1019	1171	1368	1392		747	874	1264	1382	1384		375	445	457	523	649			
Value added per man month (Rs)	-	4107	6051	7041	9157		572	2541	3069	2423	852		10886	10506	11957	2247	25382		11249	14983	15718	2272	18079		29156	32183	36352	28442	51411			
Monthly Sales/em-ployee (Rs)	-	10507	14869	19773	20370		8195	10319	10948	4121	14867		22605	45103	44308	57696	52099		46790	48496	46076	70901	71223		111656	110782	112795	95077	130000			
Capacity utilisation(%)	15	39	33	17.5	40.5		20.4	48	33.2	42.9	36.9		41.6	67.8	70.0	69.6	70.4		102	93	67.36	93.20	85.30		70.95	84.76	40.66	80.00	87.5			
Installed capacity/employee	13931						10669						23732						964						176.3 upto 83							
																									402.5 after 83							
Capacity Lakh Tons	1904.9						1045						1353						429						210							
Average employment	13667						9794						5701						4450						1191							
																									1242 (83)							
Gross pro-fit per employee																																
Gross pro-fit per employee Rs. lakh	-0.46	-0.474	-0.164				-0.265	.235	-.361				-0.96	1.56	-1.022				.64	.716	.849				2.07	.95	1.45					

APPENDIX-VII

APPENDIX-VII

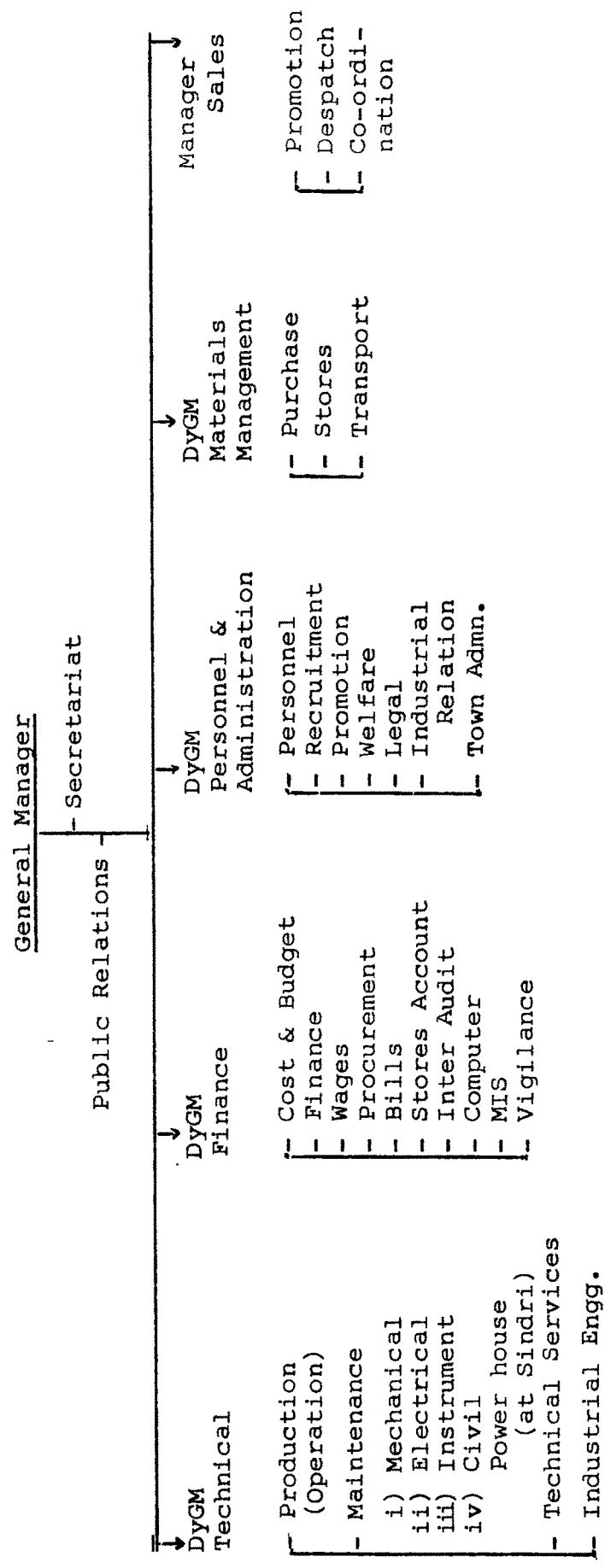
ORGANISATION STRUCTURE AT CORPORATE LEVEL.



NOTE:

1. Eversince restructuring of FCI in 1979, the posts of Director Production, Personnel & Director Marketing have not been filled up, in any of the four identified enterprises, General Manager or even Dy. General Managers look after the duties.
2. RCF has four General Managers at Trombay itself and two General Managers for Marketing fertilizers and industrial products.
3. In NFL, there is part-time Chairman and full-time MD. While in FCI, HFC & RCF, there is full time CMD.

MANAGEMENT STRUCTURE AT UNIT LEVEL



NOTE:-

1. This is basic structure. Level of Officer from Manager down below to officer will depend upon the individual, allocation of duties, separate groups created and availability of people. This is no fixed pattern.
2. GM and Dy.GM have Personal Secretaries, while Chief Engineer, Managers and additional have Stenographers (P.A, Sr. Steno or Jr. Steno)
3. For categories of post - refer appendix IX.

APPENDIX: IXCATEGORIES OF EMPLOYEES IN IDENTIFIED ENTERPRISES

Ministerial Administration, Per- sonnel, Materials, Finance, Marketing.	Production and Maintenance, Indu- strial Engineering, Projects.	Medical
1. Dy.GM/Sr.Mgr.	Sr.Manager (Engg.)	
2. Manager	Chief Engineer	
3. Addl. Manager	Addl.Ch. Engineer	Chief Medical Officer
4. Dy. Manager	Dy.Ch. Engineer	Dy.Ch.Medical Officer
5. Asstt.Manager	Asstt.Ch.Engineer	Sr. Medical Officer
6. Officer	Engineer	Medical Officer
7. Asstt.Officer	Asstt. Engineer	
8. Jr. Officer	Jr. Engineer	
9. Office Supdt.	General Foreman	
10. Assistant	Foreman	
11. Upper Div.Clerk	Asstt. Foreman/ Sr. Draftsman	
12. Lower Div.Clérk	Chargeman/Drafts- man	
13. Daftari	Draftsman	
14. Record keeper	Operator/Techni- cian Grade.I	Compounder Grade.I
15. Messenger	" Grade.II	Compounder Grade.II
16. Safai Mazdoors	" Grade.III	Matron
17.	Helper Gr.I	Nurse Grade.I
18.	Helper Gr.II	Nurse Grade.II
19.	Mazdoors.	wardboys Sweeper

Note:1. Number and level in each department depend upon organisation philosophy and work allocation.

2. Designations are modified to connote job e.g. Officer in Training Dept. will be designated Training Officer or UDC in guest house will be designated 'Caretaker'.

CATEGORY OF STAFF, PAY SCALES IN SELECTED FERTILIZER ENTERPRISES
(1964-83)

Designation & 2nd Pay Commission (1.4.1964)	3rd Pay Commission (1.1.1973)	Wage Board (1.1.1976)	Wage Board 1.1.1979.	Wage Board (1.1.1983)
1	2	3	4	5
Mazdoor/Magr.etc. 70-1-85	210-4-250-5-290	260-6-350	300-8-468	510-11-719
T/Man/P/Man/Sr.Mazdoor Sr.Magr./Bearer 75-1-85-2-95 80-1-85-2-110	225-5-260-6-308	270-7-326-8-366	365-8-421-9-475	580-11-635-12-743
Cook-cum-Halwal/ Asstt. cook.	260-6-326-8-350	280-8-344-9-380	380-9-452-10-492	590-12-686-14-756
Duplicating Opr.	290-6-326-8-390- -10-400	319-9-400-10-430	410-11-498-12-546	620-14-732-15-807
Typist/Gr.II etc. 110-3-131-4-175-5-180	290-8-370-10-480	320-11-430-12-490	410-13-514-15-604	620-16-748-18-856

APPENDIX - X / 2

Designation & 2nd Pay Commission (1.4.1964)	3rd Pay Commission (1.1.1973)	Wage Board (1.1.1976)	Wage Board 1.1.1979	Wage Board (1.1.1983)
1	2	3	4	5
Gr. II/JMA etc. 150-5-175-6-205	380-12-500-15-530	415-15-490-20-630	500-20-600-25-775	715-25-815-30-1085
Sr. Clerk/Sr. Accts. Clerk/St. Clerk/Staff Nurse etc. 130-5-160-8-280-10-300	380-12-440-15-560- -20-640	415-15-475-20-615- -25-665	500-20-580-25- -655-30-805	715-25-815-30-935- -35-1110
Gr. I/Jr. Trade Instructor etc. 205-7-240-8-280-10-300	425-15-560-20-640	450-20-550-25-750	545-25-670-30-910	755-30-875-35-1225
Asstt/St. Asstt/Jr. Chemist etc. 210-10-270-15-450	440-15-560-20-700- -25-750	475-20-555-25-805	570-25-695-30-1025	780-30-900-35-1320
Spl. Gr./Sister-In- charge 320-15-380	550-20-650-25-700	620-25-820-30-940	700-30-940-35-1045	915-35-1230-40-1350

APPENDIX- X /3

Designation & 2nd Pay Commission (1.4.1964)	3rd Pay Commission (1.1.1973)	Wage Board (1.1.1976)	Wage Board 1.1.1979	Wage Board (1.1.1983)
1	2	3	4	5
Sr.Asstt./Sr.Opr./				
Sr. Tech/Asstt.Acctt.	550-25-750-30-900	620-30-860-35-1000	700-35-980-40-1140	915-40-1235- -45-1370-50-1520
PA/M.A./Instructor etc.				
250-10-290-15-380				
315-15-450-20-530				
270-15-435-20-495				
320-470				

Designation & 2nd Pay Commission (1.1.1964)	3rd Pay Commission (1.1.1973)	Wage Board (1.9.1977)	Wage Board (1.8.1982)
1	2	3	4
Jr. Officer/AFM/JMO/etc.			
370-20-450-25-575	650-30-740-35-880-40-1040	750-40-1110-45-1200	960-50-1610
350-25-500-30-710	650-30-740-35-880-40-1120		
Asstt. Officer/Jr. Engr./			
Asstt. Surgeon Gr. I/ATO, AMO/			
AO Gr. II/AEE etc.			
425-25-450-30-600-35-950	700-40-1100-50-1300	800-45-1430	1060-50-1210-60-1870
Foreman/Sp. Gr. Accountant			
590-30-740-35-880	840-40-1200	900-45-1430	
General Foreman			
740-35-950-40-1150-50-1350	1100-50-1650	1200-50-1700	
PE/APM/PO/AO Gr. I/AO/TO/ MO etc.			1560-60-2160
700-40-1100-50-1250	1100-50-1600	1200-50-1700	

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Designation & 2nd Pay Commission (1.1.1964)	3rd Pay Commission 1.1.1973)	Wage Board (1.9.1977)	Wage Board (1.8.1982)
PM/SPO/AFM/ACE/sr.IE/APE		1200-50-1700-60-1880	1560-60-2160-70-2440
etc.	1300-50-1700	1350-60-1770	1760-70-2320
1100-50-1400		1350-60-1890	1760-70-2460
Dy.CE/CPO/SST/Dy.FM/Dy.MM			
1300-60-1600	1500-60-1800-100-2000	1550-60-1850-100-2050	2025-70-2375-100-2675
Addl.C.E.			
1600-100-2000	1800-100-2000-125-2250	1850-100-2350	2425-100-3125
CE/CFM/MM etc.			
1800-100-2000-125-2250	2000-100-2500	2050-100-2550	2675-100-3375
Dy. GM	2250-100-2750	-	3000-100-3700
General Manager	2500-100-3000	-	3500-100-4000
-			

APPENDIX- X / 6

Designation & 2nd Pay Commission (1.1.1964)	3rd Pay Commission (1.1.1973)	Wage Board (1.9.1977)	Wage Board (1.8.1982)
1	2	3	4
Asstt. Surgeon			
350-25-500-30-830-35-900	700-40-1100-50-1300	800-45-1430	1060-50-1210-60-1870
Medical Officer			
450-30-600-40-1100-50-1250	1100-50-1600	1200-50-1700	1560-60-2160
Sr. Medical Officer			
600-40-1000-50-1300	1100-50-1500-60-1800	1200-50-1700-60-1880	1560-60-2160-70-2440
Dy. C.M.O.			
1100-50-1300-60-1600	1300-50-1500-60-1800	1350-60-1890	1760-70-2460
C.M.O.			
1300-60-1600-100-1800	1500-60-1800-100-2000	1850-100-2350	2425-100-3125

Note: Besides basic Pay, Dearness Allowance is also payable which is adjusted on the basis of Price Index (Variable D.A.)

x

FUNCTIONS OF BUREAU OF PUBLIC ENTERPRISES
(MINISTRY OF FINANCE)

The Finance Ministry occupies a crucial position in the control system of public enterprises. On the recommendations of the Administrative Reforms Commission 1970 the Government of India set up the Bureau of Public Enterprises. The functions of the Bureau are:

1. To provide a central point of reference in regard to organizational patterns, method of management, personnel policies, training programme; project planning, economic, social and financial policies;
2. To explore economies in capital costs of projects;
3. To devise steps for improving the productivity and profitability of public enterprises.
4. To undertake appraisal and evaluation of selected areas in the development of public enterprises and in individual units;
5. To present to Parliament an Annual Report on the working of the undertakings;
6. To assist Administrative Ministries and the Finance Ministry in the scrutiny and evaluation of feasibility Reports/Detailed Project Reports;
7. To bring about desirable uniformity in the terms and conditions of service of employees in public undertakings;
8. To serve as a Data Bank and clearing house in respect of important matters of common interest;
9. To assist Administrative Ministeries in making appointment to the Boards of Public Undertakings;
10. To co-ordinate the work relating to the examination of public undertakings by parliamentary committees.

The specific functions performed by the Bureau of Public Enterprises presently are:

1. Project appraisal for investment decisions;
2. Performance reporting;
3. Policy co-ordination between Administrative Ministries and public enterprises;
4. Management development in public enterprises;
5. Arbitration agency.

Project appraisal in respect of:

1. Expansion of the existing enterprises; and
2. Setting up of new enterprises.

Feasibility and Project Reports received from the sponsoring Ministries/Public Enterprises are examined and comments on their financial, technical and economic viability are offered to the Public Investment Board to enable them take a decision.

The Professional expertise and advice for the Public Investment Board to take a decision is provided by the agencies:

- (a) The Planning Commission and
- (b) The Bureau of Public Enterprises.

The main focus of the Planning Commission is on the relevance of the proposed investment to the overall National Plan, the availability of resources and social cost-benefit analysis. The Bureau on the other hand looks at the proposal from the financial, technical and economic feasibility. The advice given by these two agencies from all aspects provide the Public Investment Board the basis for taking a decision. The need for an independent evaluation of the project proposals emanating from the sponsoring Ministries is fulfilled by the Public Investment Board in conjunction with the Planning Commission and the Bureau of Public Enterprises.

APPENDIX-XII.FUNCTIONS OF COMMITTEE ON PUBLIC UNDERTAKING*

- (a) To examine the reports and accounts of the public undertakings specified in the schedule;
- (b) To examine the reports, if any, of the Comptroller and Auditor General on the public undertakings;
- (c) To examine in the context of autonomy and efficiency of the public undertakings whether affairs are being managed in accordance with sound business principles and prudent commercial practices; and
- (d) Such other functions vested in the Public Accounts Committee and the Estimates Committee in relation to the public undertakings specified in the schedule by or under the Rules of Procedure and Conduct of Business of the House as are not covered by clauses (a), (b) and (c) above and as may be allotted to the Committee by the Speaker from time to time.

The Committee is not expected to examine and investigate the following:

- (i) matters of major government policy as distinct from business or commercial functions of the government;
- (ii) matters of day-to-day administration;
- (iii) matters for the consideration of which machinery is established by any special statute under which a particular public undertaking is established.

* Public Sector - An Introspection -
A SCOPE publication.

Questionnaire to Plant Executives -

APPENDIX-XIV-A

Response from 23 Executives out of 30 contacted.

Sr. No.	F A C T O R	CONTRIBUTION			
		A	B	C	D
1	Sub-optimal operation	12	7	2	2
2	Neglected maintenance	16	5	2	--
3	Frequent break-downs	16	4	3	--
4	Under utilised capacity	23	--	--	--
5	Power shortage	15	6	2	1
6	Nonavailability of feed stock	--	2	7	10
7	Wagon shortage	--	1	4	--
8	Location of project	10	10	2	1
9	Out dated Technology	10	5	5	1
10	Low productivity	15	5	3	--
11	Cost run over of initial project	12	8	2	1
12	High cost inputs.	--	5	15	3
13	Managerial inefficiency	15	5	2	1
14	Lack of team spirit	10	8	4	1
15	Irresponsible attitude of employee	9	8	4	2
16	Loss of man days:				
(a)	Due to strikes-goslow	--	--	--	--
(b)	Due to nonavailability of power	14	6	2	1
(c)	Due to nonsupply of raw materials.	--	1	3	-
(d)	Due to union activities & discussions.	5	13	3	-
17	Excessive inventory.	18	5	--	--
18	Lack of dedication/involvement				
(a)	of Officers	12	5	3	--
(b)	of workers	15	4	4	--
19	Industrial relations.	6	10	4	3
20	Excess man power	8	6	4	3
21	High wage bill	2	16	5	-
22	Social objective	--	4	10	9
23	Welfare expenses	--	1	12	10
24	Too much interference:				
(a)	Of Government official	--3	8	8	34
(b)	Bureau of PE	--1	8	9	3
(c)	Parliament / PAC	--5	--3	8	3
25	Autonomy to CE	3	10	8	2
26	Delegation of power by CE	6	10	3	--
27	Instability & short term appointments of CE	--	8	6	5
28	Political interference	6	7	7	3
29	Others: if any				
(a)	Lack of communication	--	10	5	5
(b)	Lack of clear objective and guide line.	--	10	3	8

A. SIGNIFICANTLY B. MODERATELY C. SLIGHTLY D. NEGLEGIBLE

ENTERPRISE FCI/HFC/NFL/RCF*

APPENDIX XIV B

PLANT.

LOCATION

1. Product _____										
2. Capacity-000T _____										
3. Feed stock _____										
4. Letter of intent Month/Year _____										
5. Start - Month/Year _____										
6. Commissioning -										
(a) Schedule month/year _____										
(b) Actual month/year _____										
(c) Time over run month/ _____										
	1980-81		1981-82		1982-83		1983-84		1984-85	
	A	U	A	U	A	U	A	U	A	U
Utilisation %										
Consumption- NH ₃ /T										
Reasons for low utili- zation .										
Labour unrest										
Power										
Raw material										
Breakdown										
Others										

* Strike out which is not applicable.

A - Questionnaire to Supervisors for Management Rating*

How do you rate Total Management for	Management rating by Supervisors*			
	FCI	HFC	NFL	RCF
1. Knowledge	B	B	B	B
2. Planning & Direction	C	C	C	B
3. Initiative & Enterprise.	C	C	C	+C
4. Coordination & control	C	C	B	B
5. Development of subordinates.	C	C	B	-
6. Motivation	C	C	C	+C
7. Cost consciousness	C	C	C	C
8. Sub delegation and exercise of powers	C	C	C	C
9. Financial planning and control.	C	C	C	B
10 Personnel policies	C	C	C	+C
11 Continuity of Management.	C	C	C	B
12 Overall rating	C	C	C	+C

A = Excellent; +B = Very good; B = Good; +C = Fair; C = soso.

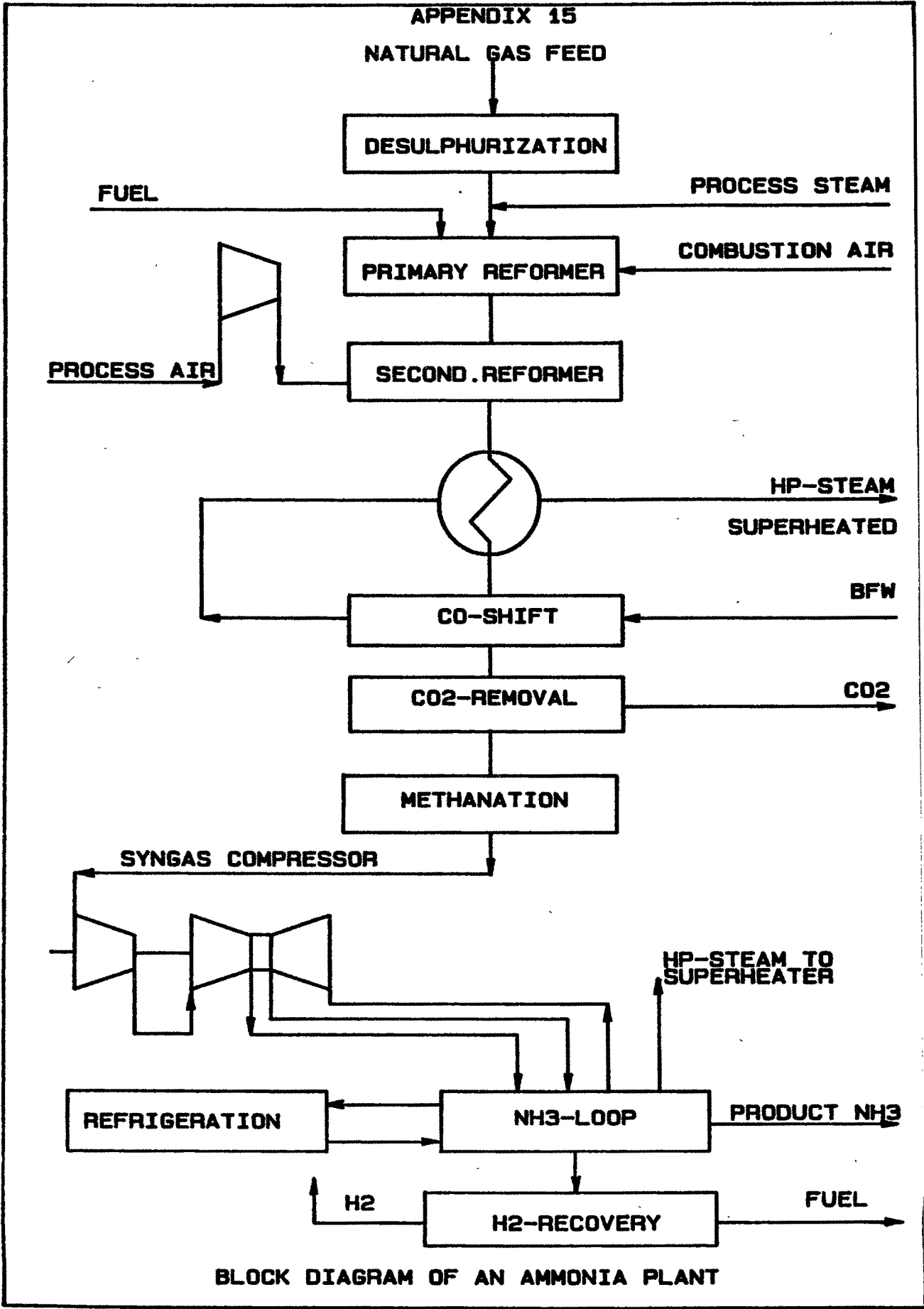
Note: RCF is rated slightly higher, as, same CMD continues, since its inception while FCI had 4 CMDs, HFC-5 and NFL-3

A, B, C rating is used in CR's and assessments.

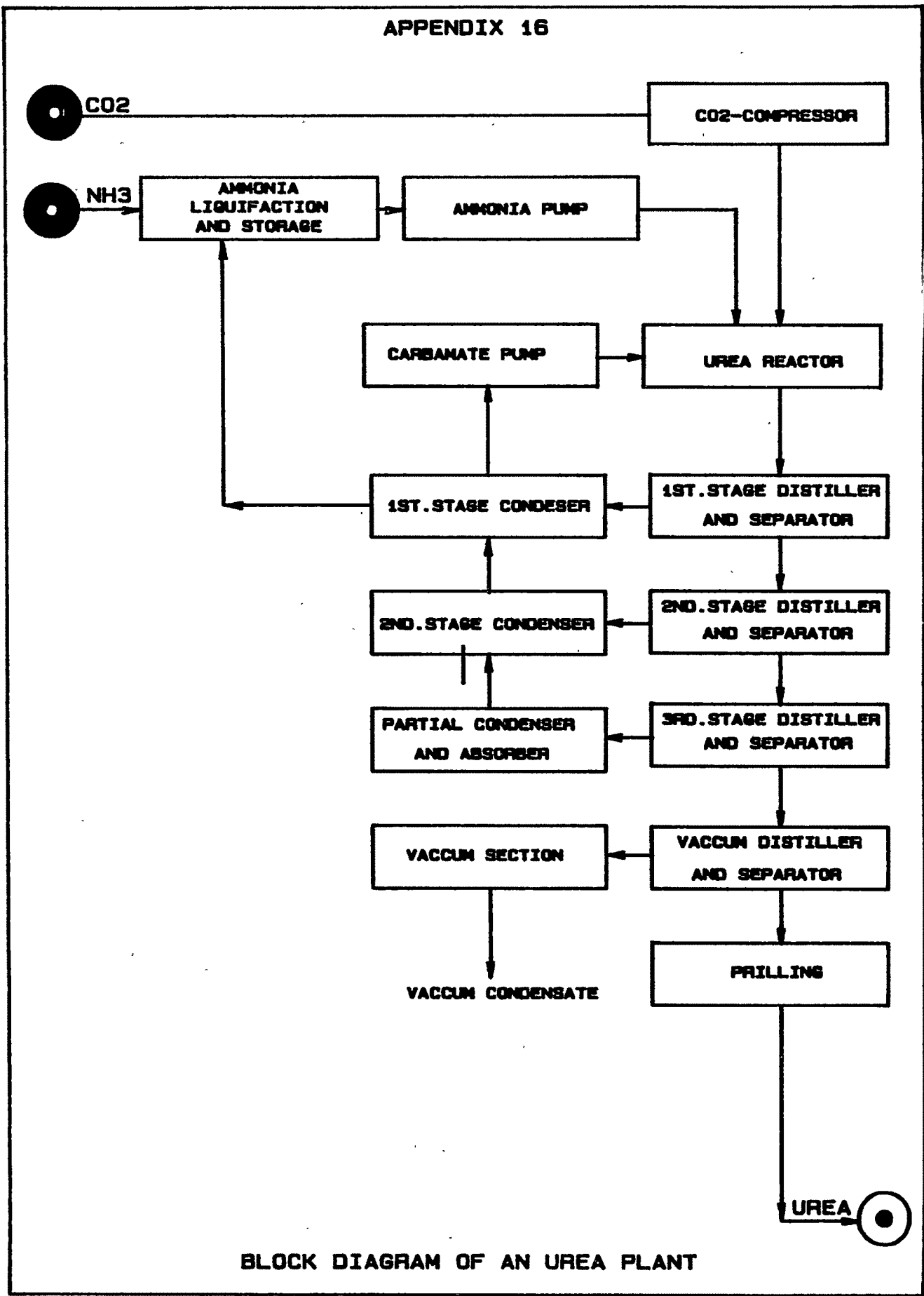
B - Questionnaire to Supervisors and Middle level Managers for self appraisal

1. Do you feel your job is challenging?
2. Does your good work recognised?
3. Do you find satisfaction in your job?
4. Does your work considered for promotion?
5. Will you leave the job for slightly better pay?

The answer was 'No' for all the questions by four out of every five persons contacted. This reveals development of subdued tempo, stagnant feelings and lack of zeal by individuals and indifferent non-motivating management.



APPENDIX 16



BLOCK DIAGRAM OF AN UREA PLANT

GLOSSARY OF CERTAIN CONCEPTS USED IN STUDY

Capital employed: This means gross block less accumulated depreciation thereon plus working capital.

Cost of sales: This includes all expenses on production/operation including depreciation, interest charges, write off of deferred revenue expenditure and plus/minus depletion/accretion in stock of finished goods and work-in-progress. Interest and excise duty are, however, shown separately.

Cost of production: This represents all costs incurred on production of goods or rendering of services but does not include excise duty and tax provision.

Free-reserves: All uncommitted reserves and retained profits, including development rebate reserve but does not include specific reserves and provisions such as reserve for doubtful debts, tax and gratuity provisions.

Gross block: Represents original cost of procuring and erecting the fixed assets as appearing in the annual accounts of the enterprises at the end of the accounting year and takes into account additions thereto and deductions therefrom by way of sales and transfers.

Gross margin: Represents the excess of income over expenditure before providing for depreciation, deferred revenue expenditure, interest on loans, taxes and appropriations to reserves.

Gross profit: Represents the excess of income over expenditure after providing for depreciation and charges pertaining to previous years but before providing for interest on loans, taxes and appropriations to reserves.

Gross sales: This means total turn over and includes elements of excise duty, commission and discount, etc.

Net profit: Represents the figure arrived at after deducting from the gross profit interest on loans and taxes.

Net sales: Sales less returns, selling commission, discount and rebates allowed on sales. Excise duty and sales-tax also stand excluded.

Net worth: This represents paid up capital plus free reserves less accumulated losses (deficit) and deferred revenue expenditure remaining unamortised.

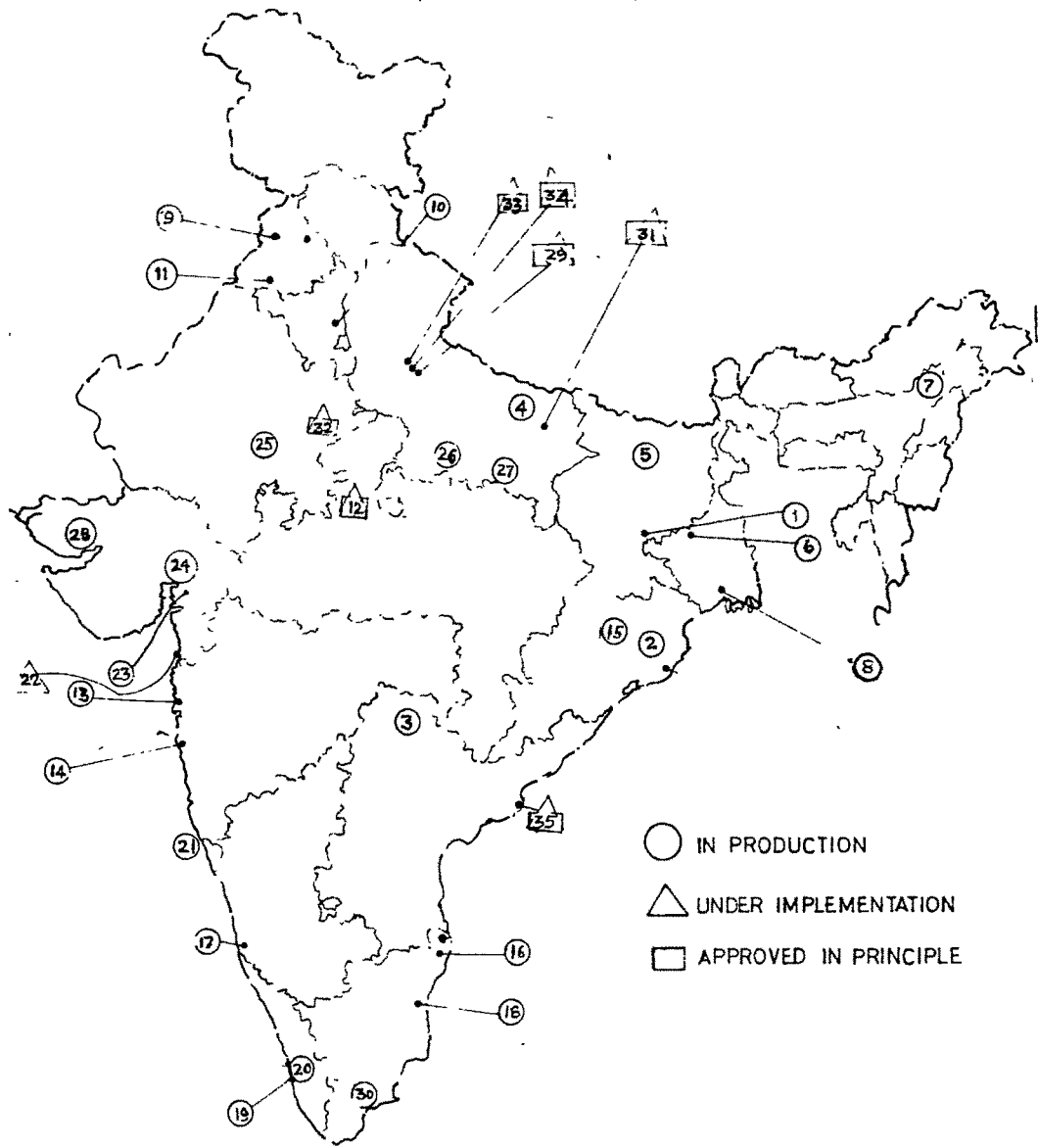
Specific reserve: Reserve created for specific purposes and includes provision for gratuity etc.

Value added: The term represents value of production less cost of direct materials consumed. Cost of power, coal and oil used as fuel have been regarded as direct materials for this purpose.

Value of production: This means sales and services rendered including transfer of finished goods for internal use, inter-unit transfer and cost of capital jobs done by excluding sales tax and excise duty; plus/minus accretion/depletion in the value of closing stock of finished goods and work-in-progress.

Working capital: Means all current assets, loans and advances, deposits, investments (other than trade investment) less current liabilities and provisions (excluding cash credits and bank overdrafts, and provision for gratuity).

LOCATION OF MAJOR NITROGENOUS (N) FERTILIZER FACTORIES
(as on 1.10 85)



INDEX TO MAPMAJOR NITROGEN (N) FERTILIZER FACTORIES

<u>Sr.No.</u>	<u>Company</u>	<u>Location</u>
1.	Fertilizer Corpn. of India Ltd.	Sindri
2.	"" "" ""	Talcher
3.	"" "" ""	Ramagundam
4.	"" "" ""	Gorakhpur
5.	Hindustan Fertilizers Ltd.	Barauni
6.	"" "" ""	Durgapur
7.	"" "" ""	Namrup
8.	"" "" ""	Haldia
9.	National Fertilizers Ltd.	Nangal
10.	"" "" ""	Panipat
11.	"" "" ""	Bhatinda
12.	"" "" ""	Guna
13.	Rashtriya Chemicals & Fertilizers Ltd	Trombay
14.	"" "" ""	Thal Vaishet
15.	Rourkela Fertilizer	Rourkela
16.	Madras Fertilizers Ltd.	Manali
17.	Mangalore Fertilizers & Chemicals Ltd.	Mangalore
18.	Neyveli Lignite Corpn.	Neyveli
19.	Fertilizer And Chemicals Travancore Ltd	Cochin
20.	Fertilizer And Chemicals Travancore Ltd	Udyogamandal
21.	Zuari Agro Chemicals, San Co-ale	Goa
22.	Krishak Bharatiya Co. Opt.	Hazira
23.	Gujarat Narmada Fertilizer Corpn.	Bharuch
24.	Gujarat State Fertilizer Co.	Baroda
25.	Sri Ram Fertilizers	Kota
26.	Indian Explosives Ltd	Panki
27.	Indian Farmers & Fertilizers Co.	Phulpur
28.	"" "" ""	Kandla
29.	"" "" ""	Anola
30.	Southern Petrochemicals Industries Corpn.	Tuticorin
31.	Indogulf Fertilizers	Jagdishpur
32.	Aravali Fertilizers	Sawainadhopur
33.	Tata Fertilizers	Babralla
34.	Capro group	Shahjahapur
35.	Nagarjuna Fertilizers & Chemical Ltd.	Kakhinada