

CHAPTER IV

RESEARCH SETTING

Researcher has undertaken 28 Engineering, Chemical / Pharmaceutical and Other (Textile, Glass, Seat, etc) organizations of the Gujarat State, for the present study.

The Engineering industries are as follows:

Sr. No.	Name of the Company
1.	Adani Exports (India) Limited, Ahmedabad.
2.	Banco Products (India) Limited, Vadodara.
3.	FAG Bearings India Limited, Vadodara.
4.	Indian Dairy Machinery Company Limited, Anand.
5.	Jayshree Insulator Limited, Halol, Panchmahal.
6.	Lakhanpal Batteries Limited, Vadodara.
7.	Munjal Auto Industries Limited, Vadodara.
8.	Safari Industries (India) Limited, Halol.
9.	Shaily Engineering Plastics Limited, Vadodara.
10.	Steelco Gujarat Limited, Palej.

ADANI EXPORTS (INDIA) LIMITED

The Adani Group's corporate ideology originates from the calculated adventurism of Gautam Adani, the group chairman. His daredevil sense of enterprise was the guiding spirit behind the rise of the Adani Group from Rs 2 crore unit to a Rs 10000- crore behemoth in just a short span of 16 years. Adani has corporate branches in India and associates in Dubai, Moscow, Singapore and South Korea. At Adani, people represent the core value of the company and everything revolves around it. Adani cherishes cultural values like dedication, endeavour, sharing, equality, quality and reliability.

Human Resources

The personnel are given enough empowerment to explore and innovate at their individual levels. They are encouraged to participate beyond their peripheries of their career profile. The HR activities include recruitment and

selection, induction and deployment, training and development, performance appraisal system, human resource information system and retention strategy.

BANCO PRODUCTS (INDIA) LIMITED

The company was started in 1962 with the goal of supplying quality products and services for maximum client satisfaction, to clients throughout the world. The company has four modern manufacturing plants based at Baroda. The company has dedicated and professional team working on innovative programs using advanced technology to meet through challenges.

The company's consistent success has been due to the philosophy of nurturing the main assets of the company, i.e. people, company seek people of exceptional skills and motivation and provide them with the correct ambience, Training tools and systems and expect the best from them.

The company believes in employee's welfare and development. Company provides various welfare facilities to its employees and regularly organizes training programme to add the knowledge of the employees. The company does have practice of manpower planning, human resources information system. The company has effective job evaluation system, which is use to develop employees' effectiveness and using their strength and capacities at the optimum levels. The company has performance appraisal system along with rewards and incentive based on individual performance in the organizations. Company has proper induction training to its newly recruited employees. Company believes that induction will help for better socialization of employees in the organization. The company has initial guidance to individual employees.

FAG BEARINGS INDIA LIMITED

Fag Bearing India Limited was started in 1964. It is subsidiary company of FAG Germany, which produces Ball and roller Bearings.

The company vision is the continued development of FAG into a high tech company in precision and rolling bearings technology, with an international orientation and with convening innovative capacity and earning power.

The company has Human resources policy. Company's staff's qualifications, commitment, creativity and achievements represent a core competence of the company and are its potentials for success. Company permanently promoting staffs professional, personal and social capabilities as well as their flexibility. Worldwide mobility is a constituent part of the personnel policy of their international group. FAG support both equal opportunities and the free development of personality.

FAG offers fair pay and incentives taking into consideration the type of tasks, experience, performance and success of employees. The each and every member of staff has the task of effectively playing his or her role in increasing customer satisfaction, productivity and corporate value. Company encourages the employees to act on their own initiative, bear responsibility and provide their own ideas. It develops specific competences by furthering capabilities, providing assessment, incentive and pay systems as well as systematic and individual training and continuous training careers.

Human resources development is the task of all executives and employees alike. Personnel productivity and staff qualification are oriented towards the best standards internationally. Performance, conduct and success can be measured and form the basis for cooperation. An individual encouragement and support, mutual respect, trust and efficient communication are examples of practices. Top executives and employees work together in a constant effort to improve procedures, products and services.

The employees are advised on time and in full of news concerning relevant events and facts, the development of the company and the division as well as the expectations being placed on time. Company encourages active team and group work as well as cooperation oriented towards processes and goals in a corporate culture characterized by performance, own responsibility communication and trust.

The company has practice of excellent Human resources activities. They have performance appraisal, performance review discussion, proper feed back as well as potential appraisal of their employees. The company does have

practice of six sigma, five S and total quality management. The young, enthusiastic employees are given opportunities to grow effectively. The company provides welfare facilities and incentives to its employees regularly.

INDIAN DAIRY MACHINERY COMPANY LIMITED

Indian Dairy Machinery Company Limited (IDMC) is a large equipment manufacturing and project engineering company in India in the field of dairy food, brewery, beverage, chemical and pharmaceutical industries. IDMC are manufacturing equipment for these industries and also executing projects on turnkey basis. IDMC is located at Vithal Udyognagar near Anand in the State of Gujarat.

The company has HR practices of recruitment and selection, training and development, performance appraisal and employee welfare schemes.

JAYSHREE INSULATORS LIMITED

Jayshree Insulators is a group company of Indian Rayon and Industries Limited. Jayashree has extensive network in international market and exports its products to 74 different countries around the globe.

Mission is to produce and deliver goods of and best quality through technical excellence and innovation; to become cost effective in all operations, to meet all customer's needs to their delight through quality product and services; to develop trust worthy and mutually and beneficial relationships with vendors; to develop each employee to the fullest potential for organizational and personal growth; to strive to enhance quality of life with clean, safe and eco-friendly environment, to extend support in upliftment of the society in areas of educational, health and rural development.

Vision is a globally leading manufacturer in chosen product to range through innovation, excellence, and perfection in all spheres of management contributing to India's economical and social development.

HR policy is, to remain at the cutting edge, and to strive to beat the best, their focus has not only to be on operational and business strategies, but more

importantly also on people power. Creating highly motivated and competent teams in every profit centers; Creating an entry level cadre of bright, young, enthusiastic people with good academic credentials and caliber; spotting and tracing high potential through a common performance appraisal system, a reward system that encourages people to focus on results consistent with the larger business goals; continuously building, developing and enhancing people competencies through meaningful training programme. Creating an environment of helping, caring approach and providing strong social security coverage.

The company has very good HR practice, which includes career guidance, feedback, management information system and incentives for better work.

LAKHANPAL BATTERY INDIA LIMITED

The Lakhanpal Battery Limited was started in the year 1972 at Vadodara. The product is metal jacketed cell in Hyper Grade in UM-1 and UM-2 segments.

Aim of the company is to supply portable source of energy and its related products, thus contributing to the betterment of society, not only in India but throughout the world.

The company has cherished high work values. The employees do understand Japanese management concept and work within same framework. The company has different Human resources practices. Today one can see that all employees attend 'morning assembly' prior to begin their work. The employees are allowed to participate and share their views in the morning assembly.

The company has very good house-keeping policy. All employees understand their role and work accordingly. All employees can present their problems easily since company has open door policy, in fact no door to the cubic of the managers.

The company has practice of Training assessment regularly, and all training programmes are conducted based on training need assessment. Apart from these, healthy performance review, job evaluation and career guidance are

also practiced. The company does take care of employees' welfare and provide them various incentives and rewards.

MUNJAL AUTO INDUSTRIES LIMITED

(Formerly Gujarat Cycles Limited)

Munjtal Auto Industries Limited started as a joint venture company co-promoted by Gujarat investment Corporation and Hero Cycles Limited. The company commenced its operations in November 1998. The company was the first and pioneer plant in Gujarat to manufacture bicycle of various sizes and models as per requirements of domestic and export market. After 97-98, the company shifted the focus of business from bicycle manufacturing to the manufacture of auto components such as rims, mufflers and cold forged components for motorcycles. However, some of the associated components and sub assemblies of bicycle such as chain continue to be manufactured by MUNJAL AUTO.

Quality policy of the company is Strive for total customer satisfaction by producing products with customer's need in focus by involving committed professionals working as a team.

Human Resources Management is the most important asset for a company. Therefore, all importance is given to systematic training and development for each employee of the company at all levels. In this regard, the employees are encouraged and supported in preparing a personal training and development plan, which is assessed and reviewed throughout the year. Systematic survey is conducted to identify the areas for improvement and action thereon for each employee.

An Appraisal Committee has been formed to appraise the performance of each employee of the company and to recommend the necessary reward / promotion / special increment based on the performance of the employee. The company has very good practice of career guidance and career counseling for individual employees. Employees are given incentives, perks and other facilities regularly.

SAFARI INDUSTRIES (INDIA) LIMITED

Safari Industries (India) Limited is located at Halol. It started in May 1982. It is mainly in the production of manufacturing moulded luggage. Its head office is at Kurla, Mumbai. Mr. Amul S. Mehta is the Chairman and Managing Director of the company.

The sales turnover of Safari Industries was 50 crores in the year 2003-2004. In the year 2005, the company has got its ISO – 9001:2000 certification.

Its HR practices include recruitment and selection, training and development, performance appraisal and employee welfare schemes.

SHAILY ENGINEERING PLASTICS LIMITED

Shaily Engineering Plastics Limited had a humble beginning in 1987 when Mike Sanghvi started Halol plant to provide service excellence in Plastics Injection Moulding. Shaily's corporate goal is to provide total plastics solutions incorporating principles of Product Design, Mould Design, Optimum Material Selection, Mould Procurement and Product Testing. The company gives lots of emphasis on application development and demonstrates cost effective solutions to their valued partners.

The unique HR practices of the company include suggestion scheme, customer satisfaction survey and employee satisfaction survey. Apart from this, higher productivity award is given to an individual employee. The company also has employee of the month award.

STEELCO GUJARAT LIMITED

Steelco Gujarat Limited is a part of international comeraft group, which is an international business group promoted by chanderias comeraft group, with about 200 units in around 30 countries across the globe.

The company is the one of its kind engineering industries in Gujarat. The company believed in steel with quality; and the mission is, improving product efficiency by cost control; usage of yield optimization techniques, promoting

employee participation and awareness, establishing, maintaining and continuously improving quality management system. Maintaining effective, safe and healthy environmental conditions; improving upon delivery system and promoting team work.

Human Resources:

The company has practice of Human Resources functions. It has got concept of manpower planning and Human Resources information system. The company believes in continuous development of its employees, therefore there is ongoing training programme for the employees. The company has got proper evaluation of jobs and potentialities of an individual employee, therefore job evaluation and potential appraisal takes place regularly. The company does take care of advancement of its own employees and provide career guidance as well as career development opportunities to its own employees. The company also provides incentives and rewards to the deserving employees of the organization. The company has practice of HR improvement and development policy at all levels.

The Chemical / Pharmaceutical industries are as follows:

Sr.No.	Name of the Company
1.	Alembic Limited, Vadodara.
2.	Atul Limited, Valsad.
3.	Birla Cellulosic, Kosamba.
4.	Deepak Nitrate, Nandesari, Vadodara.
5.	Excel Crop Care Limited, Bhavnagar.
6.	Gujarat Alkalies Chemicals Limited, Vadodara.
7.	Sarabhai Chemicals, Vadodara.
8.	Tata Chemicals Mithapur, Jamnagar.
9.	Torrent Pharmaceuticals Limited, Ahmedabad.
10.	Transpek-Silox, Kalali.

ALEMBIC LIMITED

Alembic Limited, earlier known as Alembic Chemicals Limited; is one of the largest Pharma companies in India, which was started over nine decades ago. Alembic's philosophy of developing products from the basic stage made it the first company in the private sector to start penicillin fermentation.

The synthetic bulk product chemical (BPC) business is supported with an independent facility. This facility has its own independent quality control and analytical development facility. An environmental friendly, state of the art Effluent Treatment plant demonstrates their concern for environment and society at large.

Human Resources :

Alembic shares collaborative and symbiotic relationships with preferred business partners, their employees, all of whom reflect their business ethics, trust and transparency and quality standards

Company focus on developing human values and potential through various learning and developmental activities which has groomed and retained talent internally by offering promising career opportunities. The environment at Alembic can be defined as: positive, informal and not protocol oriented, built on mutual strengths, where every achievement big small is appreciated and celebrated. Alembic believes in being simple, humble and honest. They believe in value to human dignity.

Company value openness and team work in their interpersonal dealings. The Human Resource function at Alembic focuses on spotting and grooming talents and competencies required for achieving present and future business goals.

Training and Development function focuses on Business reality orientation, accelerating and integrating organization change initiatives, establishing linkage between organizational and individual development needs.

ATUL LIMITED

Atul Limited is a member of the Lalbhai Group, of India's premier corporate houses. The group has grown from the textile mill in 1908 to become an international business conglomerate today. The group has a strong presence in textiles, chemicals, engineering, finance, white goods and real estate, diverse businesses in which the group has consistently set high standards of performance.

The purpose of the group is to create wealth for its stakeholders and society at large. The group is committed to social welfare activities such as healthcare for the under privileged, education and culture.

Atul Limited, a Lalbhai group company, is one of India's leading chemical companies. The company manufactures the exports over 500 high quality products including agro chemicals bulk drugs, bulk drug intermediates, cresols and cresol derivatives, dyes and dye intermediates, epoxy resins and epoxy hardeners, formaldehyde, speciality chemicals and wood adhesives.

Mission :

- ◆ Company is a chemical company committed to creating wealth for all its stakeholders. Company will strive for leadership in its chosen products and markets by providing high quality products and services to its customers. Company will seek profitable growth by innovative application of science and technology.
- ◆ Company will pursue excellence in all that undertaken and take steps to continuously improve.
- ◆ Company will take responsible care of the environment around them and improve the quality of life in the communities they operate in.

The company has unique HR practices with innovative personnel practices and strategic management. The company takes care of employees welfare by taking care of housing colony, school, transport and other facilities.

BIRLA CELLULOSIC

Birla Cellulosic, State of the art Viscose Staple Fibre (VSF) manufacturing facility at Kharach. Birla Cellulosic, a unit of Grasim Industries Limited is ISO 9000 and 14001 CERTIFIED PROUD Deming Award Winner. The company was established with the primary objective to redefine the Cellulosic Fibre in terms of Quality, Cost and Application.

The flagship company of Aditya Birla Group commenced its operation in 1954. Grasim was incorporated on August 25 1947, just 10 days after India became independent, manufacturing textiles made from imported raw materials. It is now a global leader in viscose staple fibre (VSF), the country's largest

merchant producer of sponge iron and the second largest caustic soda maker in India; and poised to be India's largest cement manufacturer.

The company's vision is to actively contribute to the social and economic development of the communities in which it operates. In so doing, building a better, sustainable way of life for the weaker sections of society and raise the country's human development index.

The company has HR practices of man-power planning, recruitment, job description, job evaluation, market driven compensation, performance appraisal, potential appraisal, rewards and recognition, training and development and suggestion schemes.

DEEPAK NITRATE LIMITED

Deepak Nitrate Limited (DNL) is a part of the Deepak group of Industries. It began with the manufacturer of an import substitute chemical. It is today a multi product company with a diverse product portfolio of 20 products and a gross work. The products manufactured by the company find a good demand from domestic as well as international customers spread over all the five continents of the globe.

The company has been listed among the top 500 companies in India, for the year 1997-98, by Business standard. DNL's technological growth has been achieved by in house research as well as assistance from premier research institutes like the University department of Chemical Technology, Mumbai, National Chemical Laboratory, Pune, India Institute of Chemicals Technology, Hyderabad as well as Projects and Development India Limited.

Employees Policy :

- ◆ People, in DNL make the company.
- ◆ Company's commercial, technological and organizational growth is critically dependent on their people, their creativity, vibrancy and cooperation.
- ◆ An important measure of performance of management at all levels and most significantly top management will be related to Human Resources Development.

- ◆ DNL shall encourage people to think, actively participate and take ownership towards the company's growth and prosperity.
- ◆ Company shall constantly seek and support rising standards of performance and foster employee potential at all levels.
- ◆ Company shall make working in organization a matter of pride and pleasure.

The DNL, encourage people to think actively and responsibly, to participate in the company's growth and prosperity. DNL constantly seek and support rising standards of performance and nurture employee potential at all levels. DNL endeavour is to make working in organization a matter of pride and pleasure in pursuit of excellence.

EXCEL CROP CARE LIMITED

Excel Crop Care Limited produces chemicals that help reap richer rewards for farmers across India. For well over 60 years, it was Excel Industries Limited. Excel Crop Care is now propagating a more scientific approach to agriculture, which will do away with wasteful practices and lead to better crop yields with lesser expenses.

Excel Crop Care Limited has been awarded an Export House Status. The company's technical actives, bulk and branded formulations are presently registered and marketed in Asia Pacific, South Asia, West Asia, Africa, Europe, Central and South America and the USA. Presently, its exports account for about 25% of the turnover.

Mission:

Excel Crop Care Limited is committed towards giving best products and the best production technology.

Excel is also at the forefront of community activity, injecting a fresh approach to rural development. It views the whole rural society as an industrial organization, by integrating environmental economics as the base for the process of progress and rehabilitation.

The HR practices of the company include manpower planning, recruitment and selection, employee induction, performance appraisal, training and development.

GUJARAT ALKALIES CHEMICALS LIMITED

GACL is a forward looking company, set up in the year 1973. Its stern resolve to manufacture quality chemicals and trek customer satisfaction to a new height has yielded unbelievable results. GACL is the single largest producer of Caustic Soda in India, with a production capacity of 820 TPD. The company is accredited with ISO 9001:2000, ISO 14001:1996 and IS 18001:2000 Certifications.

GACL has started to diversify and expand its existing infrastructure to consolidate its supremacy in Chlor – Alkali and other integrated downstream products. The company has made its presence felt across the globe even against stiff competition by exporting products to USA, Europe, Australia, Africa, Far and Middle East countries, China and South Asian Markets. The location of both the plants Vadodara and Dahej has dual advantage of proximity to the raw material suppliers and the end users.

Vision:

To continue to be identified and recognized as a dynamic, modern and eco-friendly chemical company with enduring ethics and values.

Human Resources:

At GACL; employees are considered Valued Assets; whom they nurture and harness to get the very best out of them. GACL's conviction is that people make the organization.

HR practices include manpower planning, recruitment and selection, training and development and performance appraisal.

SARABHAI CHEMICALS LIMITED

The companies managed by the house of Sarabhai employed more than 14,000 persons and was having an annual sales volume of Rs.20,000/-.

In 1909, Ambalal Sarabhai took charge of the mills and further expanded the productions. Sarabhai's are about to enter the field of basic manufacture of Antibiotics in a big way. They have a manufacturing license for manufacturing Tetracycline and Streptomycin.

Sarabhai Enterprises has seven different units; Sarabhai Chemicals Limited, Sarabhai M.Chemicals, Synbiotics Limited, S.G.Pharmaceuticals, I.S.Sarabhai Common Services, Information Services and Sarabhai Research Centre.

Human Resources:

The various HR practices that are prevalent in the company include Man-power Planning, Recruitment and Selection, Transfer and Promotion and Training and Development

TATA CHEMICALS LIMITED

Tata Chemicals Limited established in 1939. It is one of the India's leading manufacturers of inorganic chemicals and fertilizers. The company owns and operates the largest and most integrated inorganic chemical complex in the country. It also runs a fertilizer project that has won awards for energy conservation, productivity and safety. The company fulfills its social responsibilities through The TATA Chemicals' Society for Rural Development (TCSRSD). It has initiated many development, welfare and relief activities.

Human Resources Policy

- [1]. Policy guidelines are intended to create a transparent HR environment and to align the growth of human resources in the company to its business objectives. These policies are commensurate with the Tata group's HR initiatives and are aimed at driving excellence in the organization through a focus on Human Resources Development.
- [2]. HR guidelines are an extension of the company's 'HR decision matrix', which broadly specifies the types of HR decisions that could be taken at the plant level and those which could require the approval of the corporate office.

- [3]. Manpower planning is a corporate function driven by the logic that manpower rationalization and optimization are most vital for business growth. Input for manpower planning shall be provided by the Coos, Works and the functional heads of the corporate office
- [4]. The corporate head, HRD, shall prepare a manpower plan for the next three years in consultation with Coos and functional heads.
- [5]. Compensation and benefits for employees will be decided properly. There will be planning for skill development programmes regularly which can help each individual employee to get more compensation and benefits.

TORRENT PHARMACEUTICALS LIMITED

The foundations for Torrent were laid when 'Trinity Laboratories' began operations under the able guidance of Shri Mehta. 'Trinity' was renamed 'Torrent' and with this not only did the company get a new name, it also focused on establishing its own manufacturing facilities in the early 80's. Torrent augmented its efforts with the expansion of its manufacturing capacity, emphasis on marketing and creating business opportunities through focus on exports. Torrent Pharmaceuticals Limited recorded a quantum leap in the year 1994. It has also been rated India's ninth best company among capital intensive companies in terms of ROCE in a study by ETIG-BCG in 2001.

In recognition of the consistent performance Torrent Pharmaceuticals Limited has been receiving accolades from various quarters, such as the President's award for highest pharmaceuticals exports of Rs. 1570 million in 1991-92. The Company that had a humble beginning has now grown to become one of the leading players in pharmaceuticals.

Torrent group's efforts are towards integrating people, processes and potential towards the betterment of mankind.

The company has unique practice of balanced score card; along with other HR practices of recruitment and selection, training and development and performance appraisal.

TRANSPEK – SILOX LIMITED

January 2001 saw the formalization of strategic partnership that took place between two leading manufacturers of chemicals, at a harmonious co-existence with the global environment. Two pioneers, Transpek and Silox converged into a joint venture to leverage the "Spirit of Synergy" arising out of specialization in zinc and sulphur based chemicals, similar value system and identical orientation towards customer centric products, environment consciousness and human empowerment across all spheres of activities.

Transpek–Silox derives strength from an established past, existing brand qualities and a strong goodwill as it continues to harmonize with the emerging trends and changing customer requirements of today. The venture aims at consolidating the global presence through complimentary individual strengths to attain their mutual vision of growth through dedicated service to all stock holders and society as a whole.

Vision is to have a global name, customer delight and human service as their aim. In all activities company seeks professional excellence and ethical means justify their noble ends.

Company shall strive to be a value-based organization seeking professional excellence in all its products, processes and services and creating wealth to serve the society at large.

Transpek–Silox family commit themselves to revere environment, health and safety principles, uphold the dignity of human beings, nurture team spirit and foster leadership through empowerment.

Human Resources :

The company derives its strengths from its main asset; its people. They recognize the indefatigable spirit of human kind for it is the people who hold the power to harness technology. They endeavour to nurture tireless spirit and take immense pride in this invaluable resource. An environment conducive to participative management had comradeship enthuses the all pervasive feeling of an extended family. The in-house training centre facilitates skill enhancement through well defined training programmes in various fields based on an extensive survey of the training needs of the employees.

The company has effective practice of manpower planning, recruitment, employees' induction, rewards and incentive system. Company has good Human Resources system, potential appraisal, job evaluation, career advancement, performance appraisal, feedback and counselling.

The Other (Textile, Glass, Seat, etc.) industries are as follows:

Sr.No.	Name of the Company
1.	Alembic Glass Industries Limited, Vadodara.
2.	Bell Ceramics Limited, Palej.
3.	Gujarat Glass Private Limited (Kosamba and Jambusar)
4.	Philips India Limited, Padra
5.	The Arvind Mills, Naroda
6.	VFC Industries Private Limited, Halol
7.	Vijayjyot Seats Private Limited, Halol

ALEMBIC GLASS INDUSTRIES LIMITED

Alembic Glass Industries Limited (AGIL) came into existence in 1944, out of the fold of Alembic Chemicals Works Company Limited. The company is pioneer in consumer glassware. It sustains its leadership through constant innovation and new products. The company is identified by its Lead Brand "YERA" YERA brand name is very successful in India and all over the world.

Vision and Mission.

To create friendly environment among people in the organization and provide better working conditions. It also aims to create smooth relationship between management and employee.

Human Resources:

The company has effective practice of manpower planning, recruitment and selection, induction, training and management development, promotion and transfer and performance appraisal system.

BELL CERAMICS LIMITED

Bell Ceramics is into production of Monoporossa wall and floor tiles. It has two plants; one at Dora (near Baroda) in Gujarat and second at Hoskote (Bangalore), Southern India. The plant makes use of the world-renewed multi-line dry process technology, which is environment friendly and energy efficient. It has been awarded ISO – 9002 certificate for both Dora and Hoskote plants. The company was awarded for the second time the special export award by CAPEXIL in recognition of its export performance in the year 1994-95. It is also the recipient of American International Quality Certificate for Total Quality Management (TQM) for the Fulham Geissier Associates, Washington, USA in 1994.

Vision and Mission:

Bell's commitment to total customer satisfaction is by consistently providing innovative and quality products through team effort.

Human Resources:

Employees are directed to better customer services both internal as well as external. The aim of the HR department is to be recognized as the most admired department for its proactive, innovative and oriented approach. All its efforts are directed in helping people to attain its vision of becoming the most admired company. HR functions at Bell Ceramics include Recruitment and Selection, Induction, Career Planning, Reward System apart from routine Personnel, Welfare and Administrative functions.

GUJARAT GLASS PRIVATE LIMITED

Gujarat Glass (P) Limited is a leading manufacturer of glass packaging for pharmaceutical and cosmetic products. A dynamic venture of Piramal Enterprises, Gujarat Glass was acquired in 1984. In 1990-91, the company was merged into Nicholas Piramal India Limited, a major pharmaceutical company of the group. In 1998, Gujarat Glass was formed as an independent subsidiary of Nicholas Piramal, with 54% of the shareholding with Nicholas Piramal and 46% held by a consortium of international investors.

Since the time Gujarat Glass was acquired, its products were strategically for the healthcare industry, unlike other glass companies catering to diverse industries. Gujarat Glass has focused on being the leading provider of "flaconnage" (glass containers for the quality conscious pharmaceutical and cosmetics industries).

GGL has invested extensively in modern manufacturing facilities. The company has 3 manufacturing facilities - in Kosamba, near Surat, Jambusar near Baroda, and at Ratmalana, in Sri Lanka. Power is an important input in glass manufacturing. To ensure regular and high quality power supplies, Gujarat Glass has two natural gas based captive power plants at Kosamba and Jambusar to meet its power requirements.

The company is recipient of both ISO - 9001 and ISO - 14001 certification. Gujarat Glass Limited is strongly committed to delight both domestic and international customers.

The company has effective HR practices of manpower planning, recruitment and selection, employee induction, performance appraisal, training and development.

PHILIPS INDIA LIMITED

Philips India, a subsidiary of the Netherlands based Royal Philips Electronics, is a leader in Lighting, Consumer Electronics, Semiconductors, Domestic Appliances and Personal Care with an unmatched range of internationally current products backed by superior design and technology. It also has an excellent distribution and after-sales service network. Philips has been operating in India for over 70 years. The Company's turnover in 2002 was Rs 16 billion and it employs over 3,100 employees at six factories and several sales offices around the country. Philips India shares are listed on Bombay and Calcutta Stock Exchanges.

Vision:

In a world where technology increasingly touches every aspect of one's daily life, it will be a leading solutions provider in the areas of healthcare, lifestyle

and enabling technology, aspiring to become the most admired company in industry as seen by its stakeholders.

Mission of the company is to improve the quality of people's lives through the timely introduction of meaningful technological innovations.

The company aims at creating HR-excellence by initiating complimenting and ensuring effective and unto standard policies and processes on HRM. Its unique HR practices include performance management system, competency mapping and performance linked incentive system

THE ARVIND MILLS LIMITED

The Arvind Mills was set up with the pioneering effort of the Lalbhai brothers in 1931. With the best of technology and business acumen, Arvind has become a true Indian multinational, having chosen to invest strategically, where demand has been high and quality required has been superlative. The Arvind Mills Limited is the flagship company of Rs 20 billion.

The company has set the pace for changing global customer demands for textiles and has focused its attention on select core products. Such a focus has enabled the company to play a dominant role in the global textile arena. With its presence across the textile value chain, the company endeavours to be a one-stop shop for leading garment brands.

Human Resources:

The HR vision of the company is to be the foundation that integrates culture, vision and values, creates an environment that facilitates the maximization of human potential.

The company has effective practice of recruitment and selection, induction, training and development, promotion and transfer and performance appraisal system.

VFC INDUSTRIES PRIVATE LIMITED

The manufacturing facilities of VFC are located in Western India, at Baska near Baroda, in Panchmahal District, Gujarat.

While operations are centralized at Baska, the company acts locally to meet customer needs through a network of field marketing personnel spread all over India – including all the major metros. For overseas customers, the company has a Baska – based export cell, the executives of which travel across the world.

Quality Policy:

VFC is committed to establish and maintain long term customer relationships. It aims to enhance the value of their customers' products to end consumers. They do this by anticipating market needs and by Design, Development, Efficient Manufacturing and Timely Delivery of reliable and internationally acceptable packaging products which meets customers' requirements. To facilitate this, the company fosters teamwork and encourages innovation. The company has HR practices of recruitment and selection, training and development and performance appraisal.

VIJAYJYOT SEATS PRIVATE LIMITED

The confluence of two family business headed by the Late Shri Ganddalal B. Shah and Late Shri Vadilal B. Motasha, in 1932 led to beginning of a trading house called 'Motor Hood Depot' at Opera House, Bombay. This dealt mainly with the sales of automobile parts and PVC leather cloth, with a permission to capture the market and make their enterprise the number one manufacturing company in PVC leather cloth items.

The group started the manufacture of seat for premier automobiles and fiat cars. This led to the birth of VijayJyot Seats Private Limited in 1989. Presently, the products of the company are automotive seating systems for cars, multipurpose vehicles, multi utility vehicles, luxury buses and light commercial vehicles.

Vision of the company is to create a string of successes by satisfying customer needs.

The HR practices include management by result, succession planning, skill matrix and training and development.