

CHAPTER – IV

DATA PRESENTATION AND ANALYSIS

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4.1 INTRODUCTION

In this chapter an attempt is made by the researcher to highlight in detail the various activities carried out by the major functional departments such as marketing, production, finance and personnel. Taking into consideration the co-ordination of the various functional departments mentioned above the researcher have also studied thoroughly the activities carried out by the Management Information System.

REPORTING SYSTEM IN GHATGE PATIL IND. LTD.

Due to complexities and new dimensions in company the organisation needs various types of data, also in voluminous form. Instead of giving fragmentation approach, the need is felt for integrated or wholistic approach in turn for effective and efficient MIS.

Normally company should have clear distribution in reporting system based on levels of management, viz. top level or general management strategic level, secondly the middle or co-ordinating level (technical level) and thirdly for lower level (operational level). Day to day operational process requires various data covering different areas such as production, planning, quality control, purchase, maintenance etc. Various formats and procedures are in vogue at present sufficing to some extent the need of information at operation level and technical levels. The forms of presentation and periodicity are mainly dependent upon the importance and criticality of the information.

Various information flows are in verbal forms along with in written forms. Strategic decision making during committee meeting avails various informations in report form. The periodicity of report or information flow is changed suitably depending upon the need and problem in question, its gravity complexity etc.

Special reports are also rendered at periodic intervals as a matter of routine or on particular occasions when called for. Some of the problems on which special reports are required to be rendered are as follows.

1. Production delays and bottlenecks :

Reasons for delays and bottlenecks together with their estimated effect on cost recommendations for avoiding such situations.

2. Under-utilization of plant capacity.

3. Capital investment problems.

4. Make or buy problems.

5. labour turn over.

6. Research and development.

7. Market research etc.

A concise information listing has been presented below covering various information flows at various levels of management in the present MIS in vogue.

At operational level information flow is of direct nature concerning the day to day routine production, processing bottlenecks, trouble shooting. The information is generally in written form for work of regular and routine

nature. But for day to day trouble shooting, verbal form of communication is most direct one.

SALES DEPARTMENT/MARKETING DEPARTMENT

To top levels:

- Sales forecasts for period of 5 years _ estimates are modified every year on the basis of past and present data trends. - TO MANAGING DIRECTORS AND OTHER DEPTS.

- Yearly sales programme - depicting estimated sales (productwise). To Managing Director, Finance, production, Materials and other departments.

-Order booked position - Quarterly & Monthly To M.D.& C.E.
Daily sales report _ Quantity & value wise Finance top Management.

- Pricing policy - Directions from managing director regarding product units, spareparts.

To Co ordinating level:

Order acceptance and amendments _ communications to concerned depts / sections viz. PPC, Accounts, despatch etc.

- Delivery challan cum Invoice - regarding despatches of goods - copies to A/C dept. and customers.

- Debit notes - Recieved from customers after verification are sent to Accounts dept. for necessary action.

- Cost data for units and components -is received from costing dept.

-Weekly field reports from service staff - reference to field complaints servicing and market informations.

- Field complaints scrutinizing - Communication to production Engg. Dept., P.P.C. , and Quality control discussion in meeting about field complaints, reasons and rectifications required - weekly meeting for discussions.

-Rejection review : About goods rejected by our customers (Returned material) -reasons and necessary actions are decided in weekly meeting.

MATERIALS DEPARTMENT: (Purchase/Stores)

To top level:

Purchase order with comparative chart and quotations along with terms and conditions in special cases.

- Communiton regarding material non-availability market trends price flactuatiions, govt. regulations etc.

To Co ordinating levels:

Purchase order copies to accounts, stores, Quality control.

- Daily goods receipt reports to pcc, Foundry, Maintenance, Purchase Dept.

- Goods receipt note - document flow to concerned depts after getting remarks from quality control authority.

-Delivery challan : Material going out of Stores -document flow to accounts, purchase dept.

- Purchase requisition : raised by user depts. and sent to materials dept after due sanction from top level management authority.

-Stores Indent prepared on the basis of past consumption or on the basis of purchase requisition from user dept. and sent to purchase dept. for further processing.

- Monthly statement regarding opening inventory, receipt, consumptions and closing inventory -prepared by stores, accounts section, It ensures proper inventory level as well as knowing the trend of receipts and consumptions.

- Return material Note : Material returned back from outside parties - document flow to concerned depts -after getting remarks from Quality control dept.

To operational level :

- Procurement Schedule preparation based on production programme from PPC - Quarterly.

- Long term planning of materials based on sales forecasts reports from sales dept.

ACCOUNTS/FINANCE DEPARTMENT :

To top level :

- Withdrawal of funds from banks - Daily bank position statement forwarded to managing director.

- Profitability statement -monthly -To M.D.Monthly profit and loss account and balance sheet with due reconciliations of profit and loss accounts with estimated profit and loss account prepared by cost dept.

-Statement showing amounts re-coverable from debtors- A monthly statement forwarded to Managing Director and Sales dept. showing outstanding debts. more than six months for followup actions.

- Statement showing amounts recoverable from suppliers -
A monthly statement forwarded to Managing Director and purchase dept.
- Statement showing re-coverable amounts on account of claims, octroi, materials recieved on loans and given on loan.- A monthly statemeent forwarded to Managing Director and purchase.
- The statement of outstanding dues of financial institutions, Govt. (Sales tax, Income tax etc.) and Bankers and payments made their off - Submitted to board of Directors at the time of board meetings.

To Co ordinating level!

- Communication about day to day payments / reciepts form sundry debtors to sales dept. for recovery of over due debts.
- Sales statement after adjusting rejections - Monthly - Forwarded to cost Dept & Secretrial dept.
- Consumption statement - Departmentwise and productwise - monthly forwarded to cost dept.
- Statement showing raw materials and stores stock - monthly - forwarded to purchase dept. for controlling inventory levels.

COSTING DEPARTMENT :

To top level :

- Rejection Report - (monthly)
- Valuation of material cost.
- Valuation of machining cost.

-Percentage of rejection - componentwise.

With special comments highlighting critical and major areas thought rejection point of view, submitted to Managing Director.

- Report on unit cost of foundry output - with comment, along with reasons - monthly.

- Foundry Division -performance report - comparative analysis of total cost and total sales due to foundry over a period of one month - monthly.

- Product Division performance report.

Comparative analysis of total cost and total sales due to product division over a period of one month (monthly) with comments on various reasons there off.

- composite costing profits : Combination of above two performance reports depicting composite performance report of company in comparison with financial profits/losses (monthly)

PRODUCTION ENGG. DEPARTMENT:

To top level:

-Communications regarding progress about the new product developments, bottlenecks, additional facilities requirements.

- Communications regarding major modifications in existing products for improvement in quality , import substitution, high cost investment in tooling , fixtures.

-Communications regarding sample lot progress and results achieved.

- Deviation approval for typical dimensional accuracy, material changes in existing components.

- Communications regarding new product developments.

To co-ordinating level:

- Process sheets to concern depts - information about detailed processing , machine, tooling jig/fixtures, materials etc.

- Components drawing, Assembly drawing and other related drawings, to concerned depts. for manufacturing or quotation or sales purpose.

- Field complaints scrutinizing and actions - modifications required if any.

- Process review meetings - study of existing process, problems encountered, modifications required etc.

- Quotations, preparations including component drawing processing, time and cost estimations etc.

- Communications to purchase regarding bought out components along with specifications.

- Communications with detailed specifications for manufacturing of jigs fixtures, tools, gauges to the tool room.

To operational level:

- Communications regarding day to day matters production bottlenecks, trouble shooting reasons, modification in tooling process jig fixtures etc.

QUALITY CONTROL

To Top Level

- Communication regarding heavy rejection (in plant and from outside parties) and analysis of various rejections along with actions for reducing them in future.
- Deviation approval alongwith corrective action proposed.
- Daily despatch details, for various critical and major items.
- Communications showing rejection analysis - foundry and machining.

To co-ordinating level:

- Process rejection report to concerned depts.
- Despatch details some major components to PPC
- Inspection card system for machining centres
- Final inspection reports.
- Deviation communication to development, product division authority.
- Sample inspection reports -Steel bars & other materials (hardness, tensile strength elongation etc.)
- Pattern/casting inspection reports.
- Hardness testing reports.
- Rejection analysis reports for castings.
- Field complaints scruitining and action.
- Jig fixture inspection reports and communication regarding rectifications required.
- First piece inspection report.

- Goods receipt inspection, return material inspection communications.
- Stock statement communication to costing / Accounts,dept.

FOUNDRY DIVISION:

To top level:

- Communication regarding production of castings and major item rejection.
- Communication regarding modification to increase the production, control rejection.
- Communication regarding product mix and manpower requirement.
- Productivity, rejection index utilization of plant capacity.
- Communication regarding major bottlenecks and trouble making areas requirements of balancing equipments, replacement of a old equipments.

To co-ordinating level:

- Production report concerned depts.
- Rejection reports of concerned depts.
- Planning schedules.
- Consumption reports(Raw materials)
- Despatch details of castings - to stores - and information to concerned depts.
- Pattern shop progress and modification.
- Monthly performance report, total casting tonnage good casting tonnage rejected casting tonnage development castings.

PRODUCT DIVISION, ASSEMBLY & HEAT TREATMENT:

To top level:

- Report regarding production problems, reasons of rejection and commitment.
- Reports on special toolings requirements, workers requirement.

To co-ordinating level:

- I) - leave record
 - Attendance record
 - Recruitment follow up.
 - Selection of workers/engineers. to personnel Department.
 - Absentism report and action.
 - Report on misbehaviour, misconduct of operators.
- II) - Material shortage reports
 - Idleness report to P.P.C.
- III) - Breakdown of machine reports.
 - Report on special facility requirement for machines (coolent, copy turing attachment etc.) to Maint.Dept.
- IV) - Field complaints scrutining and appraisals to sales departments.
- V) - Norms requirements
 - Incentive complaints to IED.
- VI) - Pprocess modification and suggestion
 - Jig fixture, tooling modification to P.E.D.

VII) - Tool defect report.

- Report on non_availability of tools jigs, fixtures.
- Tool breakage reports. to tool room and tool crib.

VIII)- Special material requisition to purchase department.

IX) - Inspection Report (Process and final)

- Rejection report and scruitining.
- Rejection report to quality control department.

PRODUCTION PLANNING AND CONTROL:

To top level:

- Communication about sales orders and machine capacity available and commitment for particular month.
- Communication about performance achived and planned figures.
- Communication regarding scheduling problems, bottlenecks in production.
- Low productivity report.

To co-ordinating level:

I) To product division :

- Day to day, weekly and monthly schedules - load charts.
- Production progress and bottlenecks communication.
- Assembly feeding.
- Low production report.

II) Purchase department:

- Raw materialB/O components position, shortage communi-
cation.
- Sub-contract material position.

III) To Foundry Division:

-Casting position.

-Urgent requirement - Selective approach for priority supply.

-Rejection due to casting defects - communication

IV) To tool room

-Shortage of jig fixture and toolings communication. -

-Repair work of jig, fixture and tooling communication

V) Maintenance Department

- Feed back communication regarding breakdown, preventive machine maintenance schedule.

VI) To Quality Control Department

-Communication regarding priority inspection.

VII) To Sales Department

-Production programme.

-Despatch particulars - feedback communication, planned Vs. despatch.

INDUSTRIAL ENGINEERING DEPARTMENT

To top level :

-Communication regarding norms fixation bottlenecks etc.

-Summary incentive report - monthly - Incentive distribution to various departments with reasons for variations and comparative analysis.

-Machine utilization reports highlighting idleness - monthly.

-Monthly plant productivity index and productivity and rejection index of various sections.

-Special study reports - Material handling, standard manpower requirement studies, methods improvements, codification system, job evaluation, merit rating.

To co-ordinating level :

- Norms fixation - Instruction cards for operation time and motion studies.
- Time and cost estimation for quotation purpose.
- Process review meeting - Process modification for improving production and reducing rejection.
- Plant and other facilities layout report.
- Standardization of forms, procedures
- Capacity calculations and comparative analysis.
- Company standards formulation.
- Machine utilization reports.
- Performance report for foundry, product division and overall plant.

MAINTENANCE DEPARTMENT

To top level :

- Machinery breakdown reports for machine shop machines and foundry machinery - monthly.
- CM & R1 form submitted to Commercial diectorate, central water and power commission Delhi - Yearly.
- Form 'B' for generator consumption - submitted to electrical duty inspector - Quarterly.

To co-ordinating level/operational level :

- Record of spares for machinery.
- Record of oil consumption and cost data.
- Record of electrical load for individual shop.
- Record of transformer oil test and earhs test.
- Record of electrical power consumption.
- Machine history cards with special reference to spares replacement.
- Welding rods consumption records with cost data.

PERSONNEL & WELFARE DEPARTMENT

To top level :

- Recruitment statement indicating No. of persons newly employed - Monthly. duration of employment, salary grade/scale etc. - Submitted to Chief Executive.
- Statement showing information about financial impact arising out of annual increments to workers and staff submitted to Managing Director - Yearly.
- Statement showing gross wages/net wages payable to employees submitted to Managing Director - Monthly.
- Statement showing over time and amount of overtime payable to workers - submitted to President - Monthly.
- Information regarding important awards given by industrial tribunals, settlements arrived at, important case decisions. submitted to President/Managing Director from time to time.
- Information about prevailing wage structure, fringe benefit given in the comparable concerns in the region submitted to President from time to time.

- Information about serious misconducts committed by workmen/employees from time to time.
- Statement showing outgoing employees - departmentwise/tradewise - submitted to President - Monthly.
- Information about major accidents & suggestions with regard to prevention of such events - from time to time.
- Information with regard to remarks given by Govt. Inspecting authorities - (factories act) - together with the recommendations for compliance of inspection remarks.
- Information about the recommendations/suggestions given by works committee, shop councils/Joint councils.
- Information regarding the matter of discussion with trade union officials. (matters referred by the trade union officials and major grievances of workers pointed out by them). To President/Managing Director.
- Information or the budgets and actual expenses incurred for welfare activities - submitted to management from time to time.
- Information regarding the staff development programme/training programme.
- Information regarding workmen's compensation payable to workmen.

To co-ordinating level :

- Daily absentism report - dept. wise.
- Information regarding staff development/training programme for concerned departments.



- Information regarding misconduct committed by workmen/employees - connected with concerned departments.

Operational level :

- Management directives and decisions on the matters pertaining to employees is conveyed through Notice board, circular, and through workers representations - Shop council, works committee members.

TRAINING AND INDUSTRIAL SAFETY :

To top level :

- Report regarding sanctioning of recruitment of apprentices - Yearly.
- Training progress of apprentices - Graduate and technician Quarterly.
- Progress of training under employment promotion - Monthly.
- Report on requirement of safety equipment for total factory sections - Yearly.
- Proposals for deputation of employees including supervisory staff to different courses conducted by different management and safety training organization viz. Administrative staff college; national safety council, Tata management training centre. etc.
- Report on accidents with reasons and recommendations for avoiding them in future.

To co-ordinating level :

- Attendance record and report to labour office - daily.
- Record of trainees under apprentice schemes - Monthly.

- Progress report of trainees under apprectice - Quarterly.
 - Progress report of trainees under EPP - Monthly.
 - Collection of data regarding requirement of safety equipment from concerned sections/departments. - Yearly.
 - Communication to various departments regarding placement of trainees.
 - Programme information about vocational & MSW trainees.
- And also various reports under prescibed formats are submitted on monthly/Yearly basis connected with apprentice scheme and EPP scheme.

MARKETING DEPARTMENT

Primary Function of the Dept

To work as an intermediating between the manufacturing units of the Co. and the sales unit of the co., as well as the customer.

Functions

a) Market Development -

Market development by way of -

i) Organising seminars -

It includes preparing list of customers, sending agenda about seminars, materials like kits, pamphlets, books etc.

ii) Organising factory visits of clients -

- Write to concerned regions for organising such visits.
- Group discussions, Customers suggestions and quality assurance etc.

iii) Keeping track of competitors activity -

- Through our regional and branch offices to keep list of clients who are in the stronghold of competitors.

- Regular visits to customers to findout their satisfaction, rate, doubts etc.

iv) To generate information for the existing products through perosnal visits, advertisements through magazines, slides and through introduction letters etc.

v) To examine the enquiries so as to assess its fitment in the present range of production.

b) Order Booking -

i) keeping track of all the tenders/enquiries being floated by various clients.

ii) To send quotations of enquiries received. Quotation includes - rate, payment terms, delivery schedule, taxes, transporter, insurance etc.

iii) insisting for order -

To tell them the silent features of the products, manufacturing process, to show them increasing demand for their products and quality of the product.

c) Order Execution -

i) Submitting drawings, pamplates etc. to customer for approval

ii) To get purchase order from customer.

iii) Examine the purchase order to see that purchase order is in line with quotation.

iv) If purchase order is acceptable then send Order Acceptance letter to customer.

v) Give the sales requirements to production dept. as well as finance and purchase dept.

d) Follow up :

i) To avoid delays in delivery of the product, the planning department is involved right from the stage of quoting stage to the customer.

ii) Ordering the long lead time for critical items well in advance.

iii) To despatch product as per the delivery schedule and as per the terms of order acceptance letter.

iv) To follow-up the payment from customer and recovery.

v) if any product is rejected by the concerned party then rejection review meeting is held to take proper decision.

vi) Inspection of product - As the products manufactured are subject to the inspection of the customers, it is important to arrange for the inspectors at proper time for effective involving, which is taken cognizance of by this department.

vii) Transportation - Correct information about road permit, insurance etc.

viii) To check carefully transporters name, bankers name and address, terms & conditions, taxes destination, material specification, Bank intimation letter etc.

ix) Services

- Keeping systematic cataloguing of complaints.
- Regular visits to the customers.
- Regular supply of spare parts to the dealer and customer.
- Market feedback.
- To satisfy the customers needs, solve their problems and accept their suggestions.

MAJOR CUSTOMERS FOR THE GPI PRODUCTS

FLUID COUPLING

It is the media to transmit torque through fluid without jerks and shocks.

Major Customers

1. Laxmi Machine Works Ltd., Coimbatore.
2. Veejay Laxmi Engg. P. Ltd. Coimbatore.
3. Textool Co. Ltd. Coimbatore.
4. NSE Bombay.
5. Swaraj Combine, Chandigarh.

ELECTROMAGENETIC CLUTCHES

It is the media to trnsmit torque through Electromagenetic clutch.

Major Customers

1. HMT Ltd., Bangalore/Pinjore etc.
2. Bharat Fritz Werner Ltd., Bangalore.
3. PMT Machine Tools Ltd., Pune.
4. HYT Engg. Co. Pvt. Ltd . Pune
5. Premier Automobiles ltd. Pune.

GEAR BOXS

It is the media to transmit the torque through gears.

Major Customers

1. Ashok Lyeland Ltd., Madras.
2. TV Sundram Iyengar Ltd. Madurai.
3. Marine Trade Links, Quilon,
4. Gujarat Fisheries Co-op. Asson. Ltd., Veraval.
5. Janki Marine Agency, Porbandar.

PRODUCTS OF BHARAT EARTH MOVERS LTD.

- Hydraulic Tanks for Bulldozers.
- Brake Drums and other Automobile equipments for heavy duty vehicles.

TWIN DISC

It is the media to transmit torque through discs.

Major Customers

1. Ruston & Hornsby (I) Ltd. Pune.
2. Kirloskar Oil Engines Ltd., Pune
3. Kirloskar Cummins Ltd., Pune.
4. Ashok Leyland Ltd., Hosur.
5. Britannia Engg. Products Ltd., Calcutta.

BRAKE DRUMS - (Auto Vehicles)

Major Customers

1. Telco Ltd., Pune/Jamshedpur.
2. Maruti Udyog Ltd., Gurgaon.
3. Ashok Leyland Ltd., Madras.

ROUGH CASTINGS

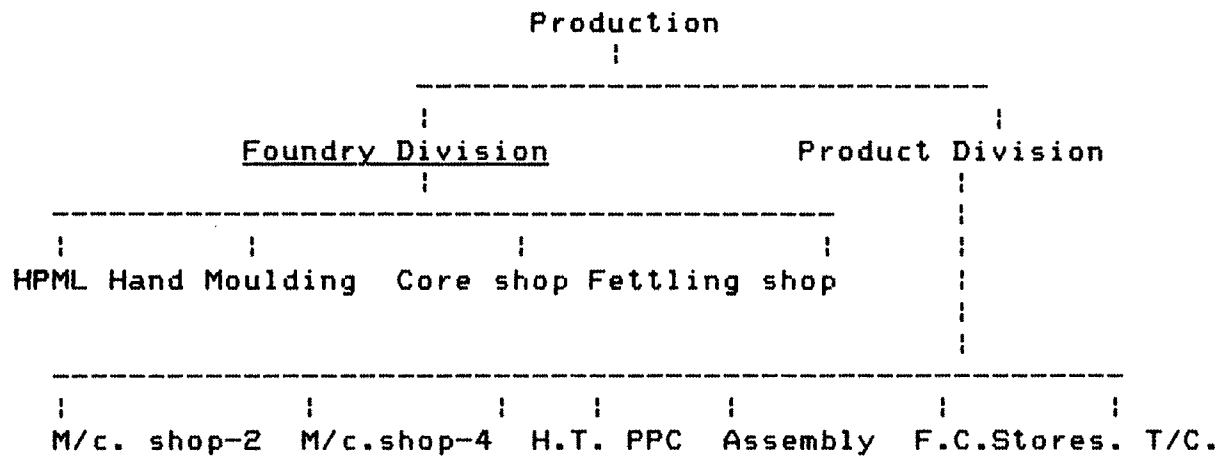
Major Customers

1. Escorts Tractors Ltd.,
2. Eicher Tractors Ltd.,
3. Mahindra & Mahindra Ltd.
4. Punjab Tractors Ltd.,

PRODUCTION DEPARTMENT

The production department of Ghatge Patil Industries Ltd. has been mainly divided in to two divisions -

1. Foundry division
2. Product division



Fucntions of production department

- To get production requirements from marketing department, this includes monthly requirement.
- To decide priority of productions and plan accordingly for the produciton.

- To decide the despatch schedule as per the requirement of marketing department. This despatch schedule is internal job of production and planning department.
- To calculate the manpower and machine capacity.
- To calculate the manufacturing lead time because if the product is new then it will take more time, each department will also takes more time to develop and design the product. So first it will go to design department and then procurement of raw material etc.
- To workout raw material requirement and if there are any shortages, the requirement is given to the purchase department.
- The product division sends its requirement (casting) to the foundry division for the casting requirement to produce the final product after carrying out certain operations. This casting requirement is in the form of raw casting.
- To decide upon make or buy policy.
- To take a decision whether a components or a part be manufactured at the plant itself or buy from market.
- In the production department, a seperate sub-contract department exists, which gives certain jobs to the outside parties for carrying out certain operations. for which the commitments is taken from sub-contracting party to deliver the semi finished components in a stipulated time period.
- Purchase commitments - It includes raw material purchasing and tools for machining. Raw material and tools to be purchased within particular time.

- Follow up from all over the production department - Follow up is done by the various sections like PPC, Tool Crib, Heat Treatment, Assy. shop, Jig fixture shop, F.C.stores etc. for smooth functioning.

ACTIVITIES IN THE VIEW OF SMOOTH EXECUTION

Setting of production targets : PPC department sets the production targets of various products from time to time. These targets are based upon the requirements from the marketing department.

Allocation of Manpower & Machine capacity : In order to minimise the rejection rate and to produce quality goods the production departments allocates the work force to the respective machines accordingly. For instance a skilled worker is assigned a task of carrying out skilled operations involving complexities. Similarly if the machine capacity is full certain jobs are carrying out certain operations is allocated to outside sub contract parties.

Co-ordination of activities : The whole job or operations is divided by adopting the principles of labour. This division of labour is co-ordinated with each other to form a unified system. While co-ordinating the various activities, precaution is taken to avoid bottlenecks.

Maintenance of discipline in the Machine Shop : In every industrial unit discipline is very important. It helps to reduce accidents, leads to continuous chain of work, good relations and co-operation between each other. Rejection control, control on wastage healthy organization structure. To achieve the above objectives production department has laid down certain working norms.

Maintaining flow of material during process/assembly : A continuous flow of work is maintaining to complete the production targets. Strictly taking care of continuous production process to reduce the cost of production.

Healthy relation : Healthy relations are maintained between workers to supervisors, engineers and top level. It is helped to maintain the production growth.

Control on blocking of inventory: PPC Dept. is concentrate on blocking the material decisions are taken on proper time, to move material fast.

Control on raw material and rejection : Only lot of production is not important, work accuracy and minimum rejection as well as rework percentage is important. For maintaining the same inspection at each level is provided and it is decided that rejection whether it can be rectified or reworked and duly get corrected.

FINANCE DEPARTMENT

Finance holds the key to all human activity. It is the guide for regulating investment decisions and expenditure. Finance is the only common demnominator for a vast range of corporate activities. The major part of any corporate plan must be expressed in financial terms. Financial viability is the central theme of any business proposition.

To finance means to arrange payment for it; finance is a stundy of money management, it may deal with the ways in which businessman investors, Govt. financial institutions and families handle the money. An understanding of what money is and does, it the foundation of financial knowledge. Following are the aspects of the study of finance dept. of Ghatge Patil Industries Ltd.,

Activities & functions :

The finance function is insubstitutable and is a focus of all activities. The success of the finance dept. is depend upon new finances are planned. Following are the financial activities and functions of Ghatge Patil Industries Ltd., which are dividedd under following heads :

Accounts Receivable :

1. Keeping a record of goods sold to the customers.
2. Recording of amount received from customers against goods sold to them.

3. Maintaining the record of sales rejection received from customer and raising the debit note against the rejection.
4. Preparation of outstanding statements of amount (for top management for follow-up of sales department)
5. Drawing the documents as per the payment terms.
 - Acceptance of Bills of Exchange or Hundi.
 - Documentation negotiation under letter of credit.
 - Direct.
 - Through Bank.
6. Sending the balance confirmation letter to suppliers.

Accounts Payable

1. Recording of material purchase from supplier like bills of supplier, invoices, rejection. etc.
2. Passing of suppliers bill.
3. Regular payments to suppliers against their bills.
4. After verification of goods received note (GRN) purchase order and suppliers bill.

Payment to employees

1. Receiving attendance record from labour office.
2. Calculations, deductions, arrears adjustments from employees salary.
3. Verification of data entry of salary record. e.g. rate of salary, allowances etc. These are as per appointment order, promotion etc.

4. Printout is taken from EDP/Computer department and subsequently these are sent to various departments for each employee.
5. Payment of overtime and incentives.
6. Payment of bonus and other allowances which are declared by Management.

Taxation

1. Collection of information from other relevant departments and also providing necessary information regarding changes, amendments etc. of Sales Tax, Income Tax, Central Sales Tax, Provident Fund etc.
2. Preparation of monthly quarterly and annual returns.
3. Filing the returns of above taxes with respective Authorities.

Finance

1. Calling, conducting and maintaining the records of proceeding of directors meeting.
2. Calling, conducting and maintaining the records of share holders meeting.
3. Calling, conducting and maintaining the records of annual general meeting.
4. Preparing the financial statements.
5. Providing statements and relevant documents to various financier like IDBI, ICICI, MSFC, SICOM & other bankers etc.
6. Filing the necessary returns to respective authorities.

Profitability statements

1. Monthly, periodically and annual profitability statements to the management.

Store Accounts

1. Maintaining the physical record of all issues and receipts of general stores in the inventory control point of view.
2. Finding out the balance of inventory to know the availability of material.
3. Arranging the physical stock verification within the organisation and outside parties i.e sub contract party for maintaining the correct stock as per record. This physical stock verification is carried out at the end of every month and annually.

PERSONNEL DEPARTMENT

Personnel department is working under Personnel Manager. Some sub sections are also working under this department.

These are as under -

1. Labour office - under Labour officer.
2. Welfare section - under Welfare officer.
3. Safety section - under Safety officer.
4. General Admin. - under Labour officer
5. Security section - under Security officer.

The functions, activities and their executions are as under:

Activities

1. Recruitment of workers, Supervisory staff and top level personnel.

Particularly Ghatge Patil Industries Ltd., is not a manufacturing unit. It is a jobbing unit so that comparatively supervisory staff is required more. In any engineering industries skilled workers are the assets of Co. Right man for right job is very important. So recruitment is main and important function of the personnel department which is presently taken care of.

2. Manpower planning - Various departments and sections are working in the organisation. For each department manpower is required and to fulfill this requirement manpower planning is carried out.
3. To provide welfare activities to the employees.
4. To provide safety to the employees.
5. Training to employees.
6. To undertake development programmes for employees.
7. To organize seminars etc. for technical know-how.
8. To maintain a healthy relations in organisation.
9. To maintain a good co-ordination and co-operation between management and workers as well as all the departments.
10. To maintain discipline in the organisation.
11. Control of attendance.

Functions for smooth execution

1. Recruitment

This function of personnel department includes various stages . These are as under -

- Advertise -

Advertisement in news paper, employment exchange, Industrial Training Institutions, through application Bank in GPI etc. Advertise include number of posts, qualification, experience, job position, (i.e. permanent or temporary) etc.

- Call for application -

Second stage is to call for application from candidates.

- Call letters -

After scrutiny of applications call letters are sent to suitable candidates. In the call letters, it is mentioned that whether he will get travelling changes, any other allowances etc. or not.

- Interview -

Interview is of 3 types (1) Written test (2) Oral and (3) On machine (for technical candidate).

Written test includes, candidates theoretical knowledge, handwriting etc.

Oral test includes his personality judgement, courage, fluency in speaking etc.

Machine test indicates his ability to work, technical knowledge, job accuracy etc.

Induction programme and collection of confidential reports.

Salary negotiation is also done at the time of interview.

- Selection -

- Medical checkup

After the interviews, suitable candidates is selected.

- Appointment letter -

Appointment letter is important to the candidate. It is a proof of selection. In this letter the date of joining of candidate, salary, designation and other terms and conditions are mentioned.

2. Manpower Planning

For every department quality and skill of worker is required differently. Here right man for right job is essential. So it is the duty of personnel department to provide right person for right job at right time. Work is not heldup because of worker.

To achieve the above objective, this department carries out manpower planning from time to time.

3. Welfare activities

To maintain good relations and productivity of workers and as per Govt. norms the welfare activities are provided. These are like -

- Canteen facility for tea and food.
- Drinking water
- Dispensary, rest room.
- Air coolers, fans, sufficient light, ventilation etc.

4. Provide Safety to the worker

Industrial safety is very important. Worker should work very safely. He should be protected from accidents.

For maintaining a safe working environment one Safety Engineer has been appointed, who takes care of various safety measures. The following are in existence in the organisation -

- Safety shoes to workers.
- Suitable uniform is provided.
- Firefighting equipments are installed.
- Ambulance room is provided and one Medical officer is also appointed.
- And all other safety equipments are provided by the organization.

5. Training

One separate training department is working under training superintendent. Training is provided to -

- Newly appointed workers.
- Old workers for better technical know-how.
- On machine training like CNC Machines.
- Seminars, Lecturers, slide shows, VDO etc.

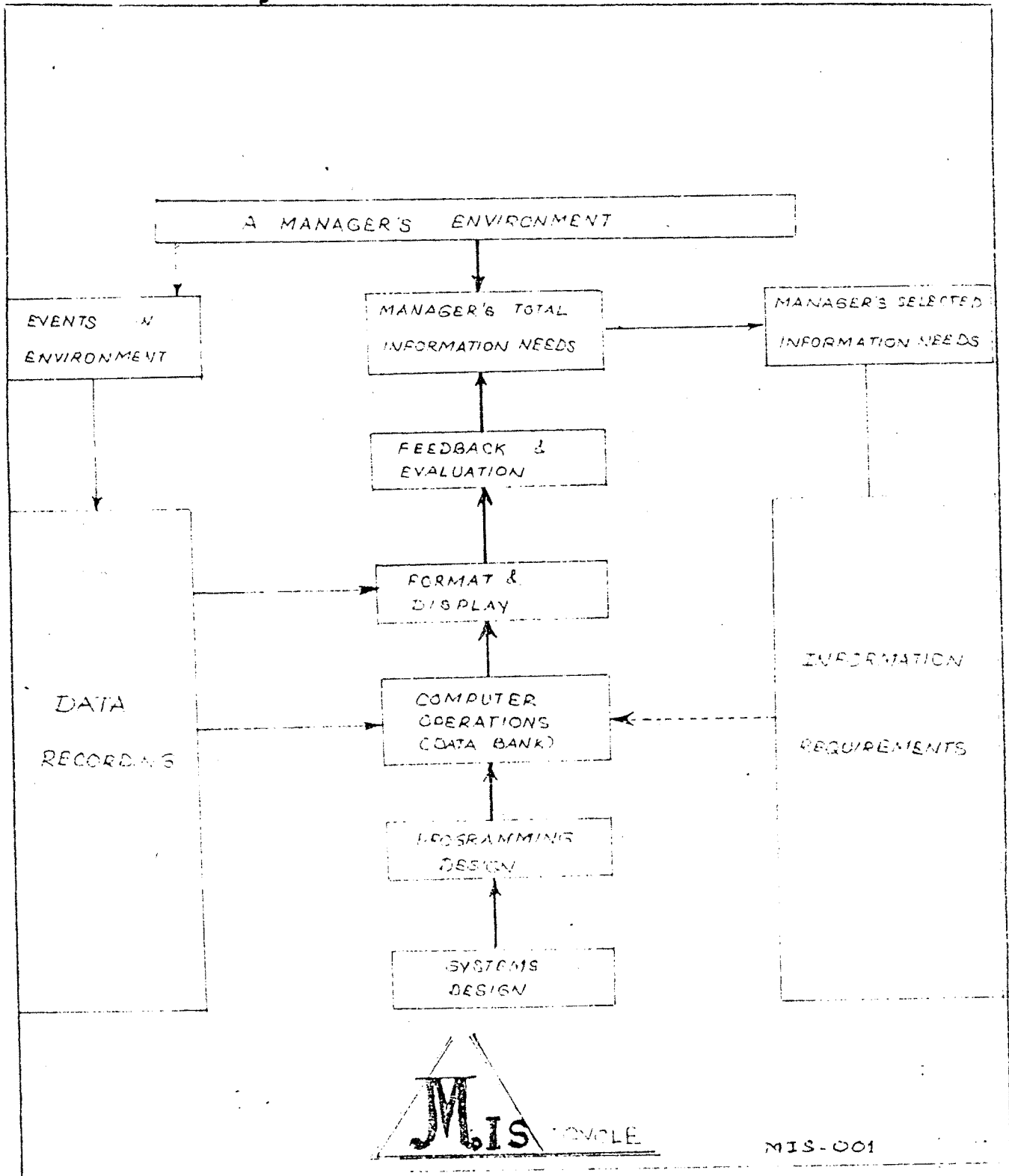
6. For healthy relation, co-operation & co-ordination

- Workers suggestions are always welcomed by the management.
- Workers participation in management is adopted.
- Organisation has provided some (Welfare fund) loan facility with minimum rate of interest.
- Existence of co-operative credit society for all workers and supervisory staff of GPI and group.
- Provision of cycle stand and scooter stand.
- Every year annual increments and promotions are given.

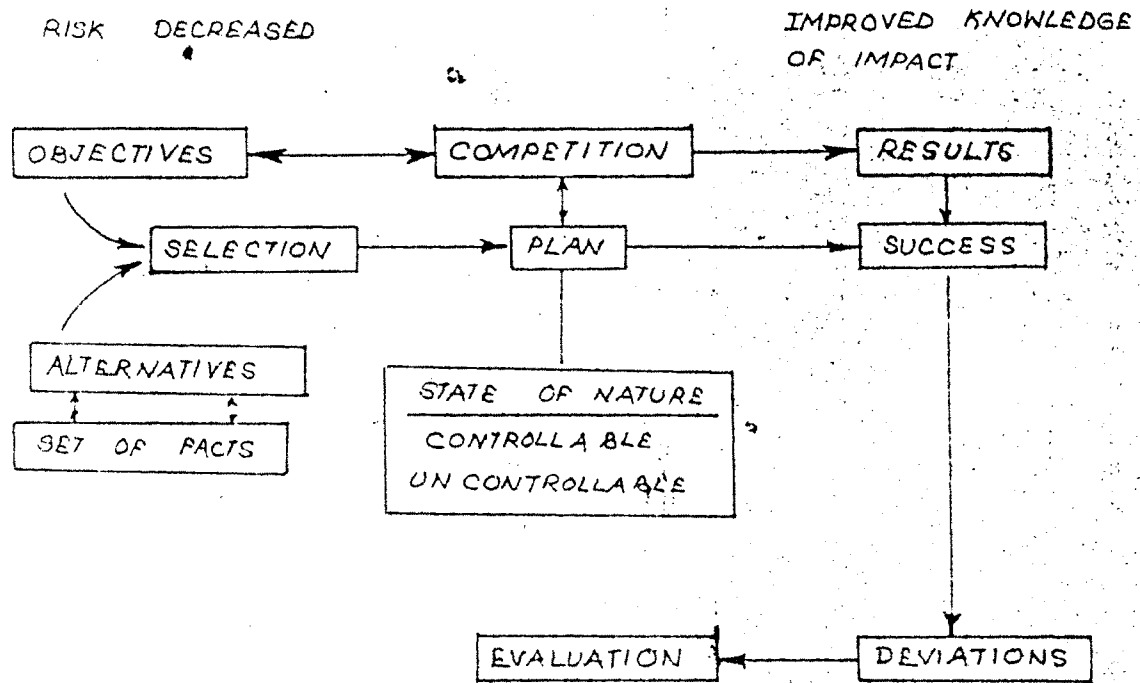
7. For Discipline

If discipline is there, everything is possible. The organisation is always maintaining discipline. Some time disciplinary actions are taken like -

- Internal memos to employees.
- Suggestions and orders whenever and wherever necessary.
- Legal actions against workers.
- Warning memos to workers.
- Enquiries and show cause notices.
- To keep maximum attendance and control on absentism.



DECISION CYCLE

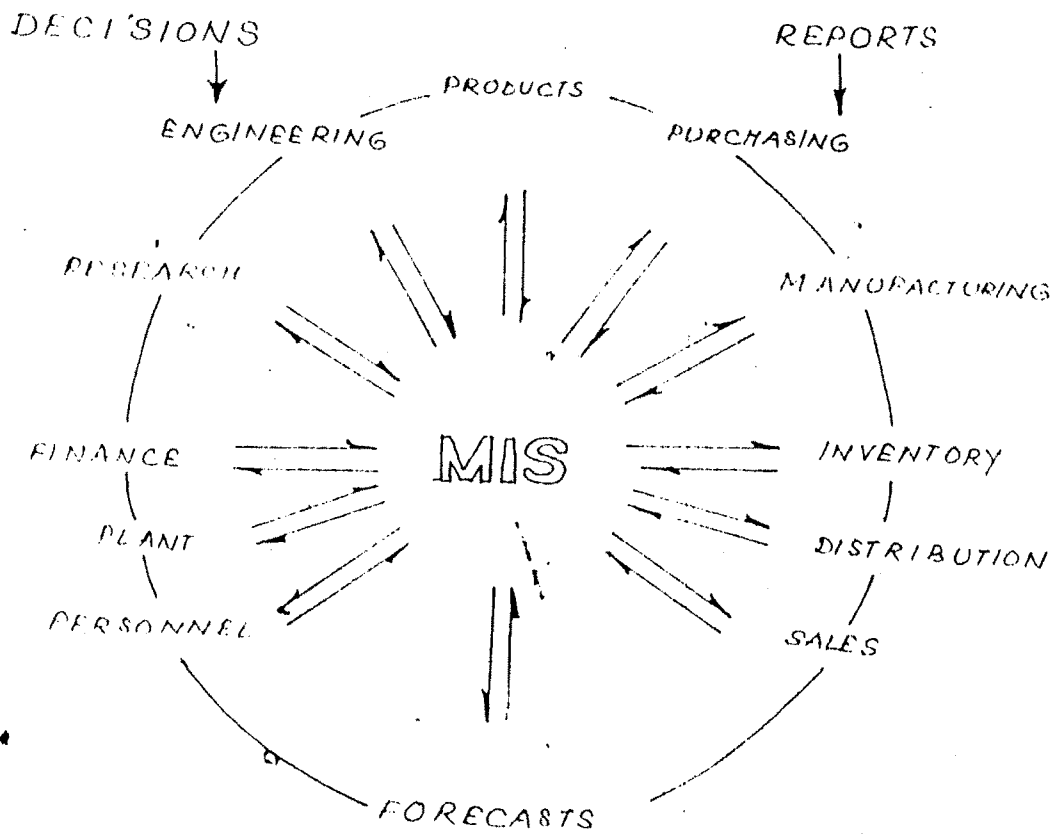


QUANTITATIVE

DECISION MAKING

CONTROL

MIS - 002



BILATERAL INFORMATION FLOW
DIAGRAM

MIS - 003