

# **CERTIFICATE**

This is to certify that **V.K.MAHA LAKSHMI** student of **MBA** in the Department of Management Studies of Andhra University during the year 2011-2013 has undergone the project work on “**WORKERS PARTICIPATION IN MANAGEMENT**” in HINDUSTAN SHIPYARD LIMITED under my guidance and supervision and had fulfilled the requirements concerning the project work.

**Signature of PROJECT GUIDE**

**K. RAKESH**

**Place: Visakhapatnam**

**Date:**

# **DECLARATION**

I hereby declare that this project report entitled "**WORKERS PARTICIPATION IN MANAGEMENT**" with reference to HINDUSTAN SHIPYARD LIMITED submitted by me in partial fulfillment of MASTER OF BUSSINESS ADMINISTRATION to the department of MBA, JNTU UNIVERSITY, is a genuine and bonafide work done by me and it is not previously submitted by me for the award of any degree in any other institute or university.

Place:

**V.K.MAHA LAKSHMI**

Date:

# **ACKNOWLEDEMENT**

Apart from the efforts of me, the success of this project depends largely on the encouragement and guidelines of many others. I take this opportunity to express my gratitude to the concerned that have been instrumental in the successful completion of this project.

I extended my heartfelt gratitude to my project guide **K.RAKESH MBA, (Ph.D)**, for his consistent encouragement, benevolent criticism, inseparable suggestions which were the main reasons to bring the work to present shape.

I wish to express my thanks to **Mr. P.LAKSHMAN RAO** HR-Manager, Personnel Department for his valuable guidance and to all the officials and employees who provided me valuable information. I would like to thank the management of M/s HINDUSTAN SHIPYARD LIMITED, VISAKHAPATNAM who has given me a chance for undergoing project in the industry.

I would like to express my heartfelt thanks to all other faculty members who helped me for successful completion of my project

**V.K.MAHA LAKSHMI**

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# INTRODUCTION

The Success (or) Failure of an organization depends not on material, machines and equipment but on the efficiency of the personal who are to put in their best for an efficient performance at their jobs.

Human Resource (or) personnel management may be defined as an area of procuring, development and maintaining competent work force to achieve organization goals efficiency.

According to Edwin B Flippo the personnel function is procurement, development compensation integrating and maintenance of the personal of an organization to the purpose of contributing towards the accomplishment of that organization major goals (or) objectives therefore, personal management is planning, organization, directing, controlling of performance of those operative function.

According to Indian institution of management personnel management is that part of management function which is primarily concerned with the human relationship with in the organization. Its objective is the maintenance of those relationship on a basis, which by consideration of the well being of the individual enables all those engaged in the under taking to make their maximum contribute to the effective working of that undertaking.

## WORKERS PARTICIPATION IN MANAGEMENT:-

The concept of workers participation in management is considered as a mechanism where workers have a say in the decision-making process of an enterprise.

The world participation means sharing the decision-making power with the lower ranks of the organization in appropriate manner participation has a unique motivational power and a great psychological value. It promoter harmony and peace between workers and management.

When workers participate in organization decisions, they are able to see the big pictures clearly i.e., how their actions would contribute to overall growth of the company.

They can offer feedback immediately based on their experience and improve the quality of decisions significantly. Since they are involved in the decisions from the beginning from the beginning ,the management land to view the decision as their own and try to translate the Rhetoric(Skill or Art by using of language) into concrete(Based on facts not an Assumption) actions plans with Zeal and Enthusiasm. Participation makes them more responsible. They are willing to take initiative and contribute cost-saving suggestions fell feeling of being treated as equals, force them to response(Particular place) their confidence in management and accept plans of rationalization, expansion etc, without raising serious objections since they own and commit themselves to organizational activities whole heartedly.

Output cannot be increased unless there is effective co-operation between labour and management at all levels the way of

ensuring this is to satisfy their social and Psychological need besides economic ones worker's participation in management is one of the most significant modes of resolving industrial conflicts and encouraging among workers a sense of belongingness in establishment where they work.

Moreover, India has launched a vast programmer of industrialization, the need for worker's participation is all the more important it is in reorganization of these need that under the second, third, fifth, seventh plans specific measures have been suggested for worker's participation.

The scheme of joint management council, popularly known as worker's participation in management was introduced on voluntary basis only after over a decade. However, the scheme of joint management council for various reasons could not succeed in order to meet this unhappy state of affairs and secure greater measure of co-operation between labor and management to increase efficiency in public service, the government of India on Oct 30, 1975 introduced a scheme of worker's participation in at stop floor and plant levels in addition to these, there are voluntary schemes of making the worker's share holders and directors in the Board of Management.

The inclusion of the concept of worker's participation in management in the directive principles of state policy to the constitution (forty second) Amendment Act 1976, gave a momentum to the institution of workers participation in management. After the constitutional Amendment the Central Government expressed its intension to amend the 1975 scheme and

to provide for effective participation of workers in production process and accordingly amended the scheme in January 1977.

There are two distinct groups of people in an undertaking viz. Managers and worker's performing respectively two separate sets of functions which are known as 'Managerial' and 'Operative' managerial functions are primarily concerned with planning, organizing, motivating and controlling in contrast with operative work. A self-employed man may carry out both these functions are to be performed by different set of people workers participation in management seeks to bridge this gap by authorizing workers to take part in managerial process actually this is a very wide view of the term workers participation in management and this not practically possible.

Participation may like two terms it may be

1. Ascending Participation
2. Descending Participation.

In case of ascending participation, the workers may be given an opportunity to influence managerial decision at higher-levels through their elected representatives to joint councils of the board of directors of the company. But in descending participation, they may be given more powers to plan and to make decisions about their own work (e.g., delegation and job enlargement) this form of participation quite popular in many organizations.

# IMPLICATIONS OF WORKERS PARTICIPATION IN MANAGEMENT:

The implication of worker's participation in management in management have been summarized by the international labor organization, thus

1. Workers have ideas which can be useful.
2. Upward communication facilities sound decision-making workers may accept decision, better if they participate in them.
3. Workers may work harder if they share in decisions that affect them.
4. Workers may work more intelligently if they are informed about the reasons for and the intension of decisions that are taken in a participative atmosphere.
5. Workers participation may foster a more cooperative attitude amongst workers and management thus raising efficiency by improving team spirit and reducing the loss of efficiency arising from industrial disputes.
6. Workers participation may act as spur to managerial efficiency.

## DEFINITION:

The concept of workers participation in management crystallizes the concept of industrial democracy and indicates an attempt on the part of an employer to build his employees into a team which work towards the realization of a common objective.

According to Davis, "it is a mental and emotional involvement of a person in a group situation which encourages him to contribute goals and share responsibilities in them."

With in the about of this definition a continuum of men management relationship can be conceived.

In this continuum, workers control represents one extreme which suggests concentration of all powers in workers and management supremacy represents the other extreme, which implies a zealous defense of managerial prerogatives.

Workers participation in management is a resounding phrase, bridging the past and the future. It echoes the millennium vision of nineteenth century thinkers while heralding, the evaluation of under twentieth century pressures. The world workers participation is plentifully supplied with ideas, institution and opinions.

There are two basis ideas in the concept of workers participation in management. There are two groups of people in an undertaking (managers and workers) and that there are two separate set of functions to be performed (managerial and operative). It is also defined as a system of communication and consultation either formal (or) informal by which employees of an

organization are kept informed about the affairs of the undertaking and through which express their opinion and contribute to management decision.

## **NEED OF WORKER'S PARTICIPATION:-**

Worker's participation in management has assumed great importance these days because of the following advantages.

### **1. REDUCED INDUSTRIAL UNREST:-**

Industrial conflicts is a struggle between two organized groups which are motivated by the belief that their respective interests are endangered by the self-interest behavior of the other participation cuts at this very root of industrial conflicts. It tries to remove (or) at least minimize the diverse and conflicting interest between the parties by substituting in their place, cooperation homogeneity of objects and common interests. Both sides are integrated and decisions arrived at becomes 'ours' rather than 'The arises.'

### **2. REDUCED MISUNDERSTANDING:-**

Participation helps dispelling employee's misunderstanding about the out look of management in industry.

### **3. INCREASED ORGANIZATION BALANCE:-**

If workers are invited to share in organizational problems and to work towards common solutions, a greater degree of organizational balance occurs because of decreased

misunderstanding of individual and group conflict. Participation leads to increased understanding throughout the organization, people learn that others have problems beside themselves.

#### 4. HIGHER PRODUCTIVITY:-

Increased productivity is possible only when there exists fullest co-operation between labour and management. It has been empirically tested that poor “labour management relations” do not encourage the workers to contribute anything more than minimum desirable to retain their jobs thus, participation of workers in management is essential to increase industrial productivity.

#### 5. INCREASED COMMITMENT:-

An important prerequisite for forging greater commitment is the individual’s involvement and opportunity to express him. Participation allows individuals to express themselves at the work place rather than being absorbed into a complex system of rules, producers and system. If an individual knows that he can express his opinion and ideas, a personal sense of gratification and involvement takes place within him. This in turn fortifies his organization resulting in greater commitment.

#### 6. INDUSTRIAL DEMOCRACY:-

Participation helps to usher in an era of democracy in industry. It is based on the principle of recognition of the human factor. It tends to reduce class conflict between capital and labour. It also serves as a support to political democracy.

## 7. DEVELOPMENT OF INDIVIDUALS:-

Participation enhances individual creativity and response to job challenges. Individuals are given an opportunity to direct their initiatives of the group. This facilitates individual growth.

## 8. LESS RESISTANCE TO CHANGE:-

When changes are arbitrarily introduced from above without explanation. Subordinates tend to feel insecure and take counter measures aimed at sabotage of innovations. But when they have participated in the decision making process, they have/had an opportunity to be heard, they know that to expect and why their resistance to change is reduced. The realization of workers need for participation in the management is influenced by the following factors.

1. Technology adoption leading to complexity in production process calls for increased workers cooperation.
2. Employees are no longer treated as subservient but are treated as equals.
3. Growing influence of union prevents exploitation of employees by management.
4. There are regulations and legislation that facilitate increased workers participation in management.
5. Higher levels of productivity and efficiency can only come through motivated and committed employees.

# OBJECTIVES OF WORKER'S PARTICIPATION IN MANAGEMENT:-

The main objectives of workers participation in management include:

1. To promote increased productivity for the advantage of the organization, workers and society and large.
2. To provide a better understanding to employees about their role and place in the process of attainment of organization
3. To satisfy the worker's social and esteem need; and
4. To strengthen labour management, co-operation and thus maintaining industrial peace and harmony.
5. To develop social education too effective solidarity among the working community and for happens latent human resources.
6. An ideological point of view to develop self-management in industry.
7. An instrument too improving efficiency of the company and establishing harmonious industrial relations.

8. To build the nation through entrepreneurship and economic development.
9. To build the most dynamic human resources.
10. To improve the quality of working life by allowing the workers greater influence and involvement in work and satisfaction obtained from work.
11. Development of human personality.
12. Development of leader from within the Industry.
13. Development of working class.
14. Creation of a just egalitarian society (supporting (or) following the idea that all people are equal and should have the same rights and opportunities.
15. Facilitate self-development of workers.

## ESSENTIAL CONDITIONS FOR SUCCESSFUL

### WORKING IN WPIM:-

The success of workers portion in management depends upon the following conditions:

1. The attitude and outlook of the parties should be enlightened and impartial so that a free and frank exchange of thoughts and opinions could be possible where a right kind of attitude exists and proper atmosphere prevails the process of participation is greatly stimulated.
2. Both parties should have a genuine faith in the system and in each other and be willing to work together. The management must give the participating institution its rightful place in the managerial organization of the undertaking and implementing the policies of the undertaking the labour, on the other hand must also whole heartedly co-operate with the management through its trade unions the foremen and supervisory cadre must also and their full support so that the accepted policies could be implemented without any resentment on either side.
3. The experiment of labour participation in management must be given a wide publicity in order that the idea of participation is ingrained in the minds of those who are to implement the scheme lectures, discussion, film shows conferences, seminars and other methods of propaganda may be fruitfully employed to create enthusiasm about the scheme among the management as well as the workers.

4. Participation should be real, the issues related to increase production and productivity education of costs development of personnel and expansion of markets should also be brought under the jurisdiction of the participation bodies. These bodies should meet frequently and their decisions should be timely implemented and strictly adhered to.
5. Objectives to be achieved should not be un realistically high, vague (or) ambiguous but practicable of achievement and clear to all.
6. From, coverage extends and level of participation should grow in responses to specific environment capacity and interest of the parties concerned.
7. Participation must work as complementary body to help collective bargaining, which creates conditions of work and also creates legal relations.
8. Institutional participation should be discouraged but such participation should be encouraged through changes in leadership styles, communication process and interpersonal and inter-group relations.
9. There should be a strong trade union, which has learnt the virtues of unit and self-reliance so that they may effectively take part in collective bargaining of participation.
10. Multiple unions in the enterprise should be restricted by legislative measures. Similarly, there should be no multiplicity and duplicity of be partite consultative machinery at the level.

11. A peaceful atmosphere should be there where in there are no strikes and lockouts for their presence ruins the employees harms the interest of the society and puts the employees to financial losses.
12. Authority should be centralized through democratic management process. The participation should be at the two (or) at the most three levels.
13. Programmers for training and education should be developed comprehensively labour is to be educated to enable him to think clearly rationally and logically to enable him to feel deeply and emotionally; and enable him to act in a oriented to give at a fresh thinking on the issues concerned.
14. Progressive personnel policies should ensure growth of individual workers within industry and proper policies should exist for selection, promotion, compensation, rewards and discipline.
15. Management should be prepared to give all information connected with the working of the industry and labour should handle that information with full confidence and responsibility.
16. The follow-up action on the decision of the participation formus should be ensured. The government may also set up machinery to act as a watching for implementing the scheme.
17. Effective two-day communication is a must for the success of the program the shorter is the time for communication, the greater is the probability of correct interpretation.

# WORKERS PARTICIPATION IN MANAGEMENT IN THE

## HSL:-

### A) JOINT PARTICIPATION SCHEME:-

The HSL believes that active association of all employees in various aspects of productive operations in true participative spirit is essential for the creation of a climate of involvement and commitment which alone can motivate them to contribute their best for the sustained growth and prosperity of the organization in pursuance of the government policy and with corporate objectives to evolve a participative style working conditions and job satisfaction to all employees, payment and reward system commensurate with their performance, career advancement and food will amongst all employees and respect too the individual and his human potential the management has arrived at sound agreements with union and associations to contribute to a healthy participative system too the benefit of the employees and the organization. Accordingly, a two-tier structure has been instituted to translate the above objectives into real practice. There are:

A) Shop councils at shop floor develop and

B) Joint council at corporate level the scheme aims at ensuring an effective two way communication and exchange of information between management and the employees in order to enables, the later to have better appreciation of the problems and difficulties of the undertaking in its functioning.

## SHOP COUNCILS:-

The scheme provides for one shop council for each division/group as mentioned here under, having regard to the type of objective employed.

Unit Covered	Number of shop council	Composition
Steel Complex	One	a) One shop steward b) Fore recognized Union representative. c) One resource Workers to be Nominated by chief m Manager. d) Equal number of Management Representatives.

## TENURE AND OTHER PROCEDURAL GUIDELINES:-

- a) Each shop council shall function too tenure of two years with effect from the date of its constitution. The normal tenure of a number shall be for a period of two-years. If, however a member is nominated in the mid-term of the council to fill a vacancy caused by registration, vacancy shall continue in office to fill a too the remaining period of the term of the shop council not with standing the above, any number of the shop council may be changed of any time at the discretion of the management (or) the union by nominated another number. However while exercising the discretion it shall be ensured that the continued effectively of the functioning of the council is not unduly impaired.
- b) Only such persons who are actually engaged in the shops/department covered wider the unit indicated above in sub-cause2. I shall be eligible to become number of the shop council.
- c) The chief manager of the department concerned shall be the chairman of the shop council and shall be responsible too holding meeting regularly the recognized union representatives will act as the vice-chairman and assist the chairman in all shop council activities.
- d) The shop council shall meet once in a month.

- e) All decisions of the shop council will be taken on the basis of consensus and not by voting. Any unsettled matter of matters, where no such decisions can be arrived at, will be referred for consideration of the joint council.
  
- f) The decisions of the shop council will be implemented by the parties concerned and a compliance report shall be submitted to the council within one month.
  
- g) Minutes are to be recorded for every meeting and a consolidated note on the insights gained together with suggestions implemented is to be rendered to chairman and managing directors and other senior officers copies of the minutes are to be circulated to the department concerned and also displayed on the department's notice boards.
  
- h) Such decisions/matters of a shop council which have a bearing on another shop (or) department will be referred to the joint council for consideration.
  
- i) Personnel officers earmarked for each of the above complexes will act as conveners and coordinate these councils meeting.

## FUNCTION:-

In the interest of increase in production, productivity and overall efficiency of the shop/complex, the shop council shall attend to the following matters.

- a) Assist the management in achieving monthly/yearly production programmer's ands targets.
- b) Improvement of production, productivity and efficiency including elimination of wastage and optimum utilization of manpower, machine and shop capacity.
- c) Specifically identify areas of low productivity and suggesting necessary corrective steps of shop level to eliminate relevant contributions factors.
- d) To study absenteeism in the shops/departments and recommend measures to reduce them.
- e) To assist in maintenance and improvement of general discipline in the shop/department.
- f) Ensure proper flow of adequate two way communication between the management and the workers. Particularly on matters relating to production figures, production schedules, cost and progress in achieving the targets.
- g) Assist in ensuring proper safety measures, physical environment/working conditions in the shop/departments.

## JOINT COUNCIL:-

### COMPOSITION:-

- a) One shop steward to be co-opted by the recognized union from among the shop council stewards.
- b) Four representatives of the recognized union including its general secretary and president.
- c) One resource workers to be co-opted by the recognized union from among three resources workman of the shop council.
- d) Equal number of management representatives to be nominated by the chairman and managing director excluding chairman and managing director.

### TENURE:-

The council shall function for tenure of one year with effect from the date of its constitution the normal tenure of a number shall be for a period of one year.

If, however a numbers in nominated in the mid-term of the council to till a vacancy caused by resignation removal, death etc. Of a member the member nominated in such vacancy shall continue in office for the remaining period of term of joint council.

## MEETINGS:-

The joint council will meet once in three months.

## FUNCTIONS:-

The joint council shall deal with the following matters.

- a) Optimum production efficiency and fixation of productivity norms of man and machine for the unit as a whole.
- b) Function of a shop council which has bearing on another shop (or) the unit as a whole.
- c) Matters emanating from shop councils which remain unresolved.
- d) Matters concerning the units of the plant as a whole in respect of matters relating to work planning and achieving production targets, tasks assigned to shop council, at the levels but relevant to plant as a whole will be taken by the joint council.
- e) The development of skills of workmen and adequate facilities for training.
- f) Recommending rewards for valuable and creative suggestions received from training.
- g) Optimum use of raw materials and ensuring quality of finished products.
- h) Framing of rules and lines from time to time for working of the shop councils and joint council and too establish.

## GENERAL:-

- i) Decision in joint council meeting will be taken on the basis of consensus and not by voting.
- j) Unsettled matters of any shop council may be referred to the joint council for consideration.
- k) Decisions of joint councils, as far as possible, will be implemented within one month from the date of such decision and the council will be reported at its next meeting.

## REVIEW:-

The structure and functions of the council may be reviewed from time to time for effecting improvements as required.

### A) OTHER PARTICIPATIVE FORUMS:-

#### SAFETY COMMITTEE:-

##### STRUCTURE:

The following shall be the structure of the safety committee.

CHAIRMAN: General Manager (Ship Building)

CONVENER: Chief safety officer.

MEMBER 1: General Manager (EKM-Planning & Tech)

2: General Manager (EKM-prod)

3: Chief Manager (Administration)

4: Chief Manager (Medical)

5: Six representatives of the recognized union.

Chief safety officer shall act as the convener and coordinate all meeting of the safety committee.

The following members will also attend the central safety committee meeting as 'co-opted members'.

Manager (Finance)

Manager (Purchase)

Manager (Materials)

Manager (Plant Maintenance)

Supdt Engineer (Maintenance)

Manager (Security & Fire service)

Manager (Fire service) and

Personnel Officer (General Department)

The president & General Secretary of recognized union will attend the meeting as 'Special invitees'.

## FUNCTIONS:-

- a) To review the safety performance in the factory & formulate safety policies.
- b) To examine the reports of the investigation committees in respect of accidents. Which occur and suggest remedial measures to prevent recurrence?
- c) Approval of safety training schemes & outlays.
- d) Suggestions in respect of personal protective equipment.
- e) Formulation of safety standards.
- f) Assist the safety department in the elimination of industrial.
- g) Encourage employees to involve in the safety movement by rendering practical suggestions & practicing safety.
- h) Inculcate safety consciousness among the employees and encourage the experienced to guide the new entrants in developing positive attitude for safety.
- i) To examine the requirements of various departments for safety and welfare equipment.

## COLONY IMPROVEMENT COMMITTEE:-

### OBJECTIVES:-

The aims & objectives for which colony improvement committee is constituted are the following.

President	General Secretary of the recognized union.
Convener	Sr. Personnel Officer (Housing Estate)
Member	a) Chief Manager (Administration) b) Chief Manager (Medical) c) Manager (Security & Fire service) d) Superintending engineer (Maint) e) Rep of H.S officer's assn. f) General Secretary HS SC/ST employee's assn. g) Convener, H.S.Recreation club. h) Vice-President, H.S.Recreation club. i) Nominee of the ladies club. j) Secretary, Gandhigram educational society. k) Secretary, Bharat scouts and guides. l) Four representatives from the recognized union.

\* The senior personnel officer (Housing estate) shall act as the convener & coordinate all meeting of the colony improvement committees.

\* It will meet once in a quarter.

## CANTEEN MANAGEMENT COMMITTEE:-

- This is a statutory requirement under section 46 of factories Act, 1948 & Rule 70 of the Rules made there under.
- The canteen management committee shall consist of an equal number of representatives from management and union/Association.
- The president of the recognized union will act as the chairman of the canteen management committee.
- The tenure of the committee will be two years from the date of its constitution. It will meet once in a month.
- The committee shall be consulted from time to time as to.
  - a) The quality and quantity of food stuffs
  - b) Elimination of wastages.
  - c) The arrangements of the menus.
  - d) Steps to be taken for improving the service with out any additional cost/man power.
  - e) Times of meals in the canteen, cleanliness & other connected issues.
  - f) Any other matter as may be directed by the committee.

## EDUCATION COMMITTEE:-

The Gandhi gram education society manages the affairs of the educational institutions in the residential colony, it will have a representative body with eight nominated members the break up is as follows:

President Will be nominated by the management

Secretary

Treasurer

5 members 2 representatives of the recognized union for staff  
Workmen.

1 representative of the HS Officers Association.

1 representative of the SC/ST Employees welfare  
Association.

1 representative of the HS BC employee's welfare  
Association.

The tenure of office is for two years from the date of respective nominations.

# COMPANY PROFILE

## HISTORICAL BACKGROUND OF HINDUSTAN SHIPYARD LIMITED-VISAKHAPATNAM

### INTRODUCTION:

Hindustan shipyard Limited is a public sector undertaking under the administrative control of ministry of surface transport of Government of India. Now with effect from 2<sup>nd</sup> February, 2010 under the Ministry of Defense.

The registered office of the company is located of New Delhi and the works are located at Visakhapatnam. A full-time Chairman & Managing director, with headquarters at Visakhapatnam, is the chief executive of the company corporate policy & all important matters and by the port trust, shipping companies other shipyard and navy.

The 21<sup>st</sup> June, 1941 was an important day in the annuals of Indian shipbuilding 25 as with the laying of foundation stone by Dr. Rajendra Prasad, the former president of India held two-third of the shares. While the balance one-third held by the SCINDIA'S TEAM NAVIGATION COMPANY LIMITED. The new company took over the management of shipyard on 1<sup>st</sup> March, 1952 the shares held by the SCINDIA were also acquired by the Government and since then.

HINDUSTAN SHIPYARD LIMITED has become a fully public sector undertaking. The hoary traditions resuscitated. However the keel-laying of the first oceans going vessel was until June, 1946 due

to scarcity of raw materials, death by skilled personnel and constant set backs caused by the second world war the first 8000 ton steam ship "JALA USHA" launched by the late Prime Minister PUNDIT JAWAHARLAL NEHRU, In March, 1948 was one role down the shipping's of this pioneer shipyard.

The decline of Indian Shipyard began after 1840 and no large ships were built on one side & the Indian Enterprise was struggling to asserd, itself on the other. There were vast interests of much neigh tier forces to curb & crush Indian effort. The unequal pattern of the struggle concerned and the consequence were reflected in the parliament house. In the words of Mahatma Gandhiji "an Indian Shipping Industry had to polish" so the British shipping might flourish. The honor of WalchandHarachand who along with their associates fought the British interest for ensuring a legistamate share in shipping business organization in India. In keeping with the spirit of the times the companies. In these efforts they had the support of National leaders who fully appreciated the importance of developing the industry.



On 14<sup>th</sup> July 1947 “JALA BALA” was launched at Glasgow shri Vallabai Patel passed a western to the government while almost all maritime countries have helped their own wasters India is handicapped kin both these matters.

The leaders of the national movement were naturally as much concerned with the economic independence of the country as with the political independence because they had firm conviction that independence must be full and complete what SCINDIA company determined to build a ship building yard at Visakhapatnam it was received as blessing from all the national leaders.

## LOCATION:

- Hindustan Shipyard limited is located on the east coast of India midway between Chennai & Kolkata.
- Visakhapatnam is the only natural harbor on the east coast is also home to the India Navy's Eastern Naval Command and National ship Design research centre.
- Visakhapatnam is well connected by our and train routes to all the major cities of India, Visakhapatnam has enchanting beaches and is located near to Aruku Valley and Borra Caves.

## HSL VISION, MISSION AND OBJECTIVES VISION:

- TO MAKE Hindustan Shipyard Limited "A world class shipyard with modernization and up-gradation of infrastructural facilities".

## MISSION:

- To operate a strong and efficient shop building, ship repairs.
- To attain core competence in 877 EKM submarine refill and modernization.
- To improve financial performance and profitability.

## OBJECTIVES:

- To build up a strong ship building industry of the company with a view to contributing significantly to the growing requirements of national shipping.
- To ensure highest quality and international standard called for in ship building and ship repairs ships at competitive prices and prompt delivery.
- To provide offer consultancy in the area as planning, layout establishment and maintain ship and ship repairing yards in the country.
- To develop among the employees consciousness of the environment active pollution control measures active pollution control measures a necessary and monitors them.
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## NATURE OF BUSSINESS:

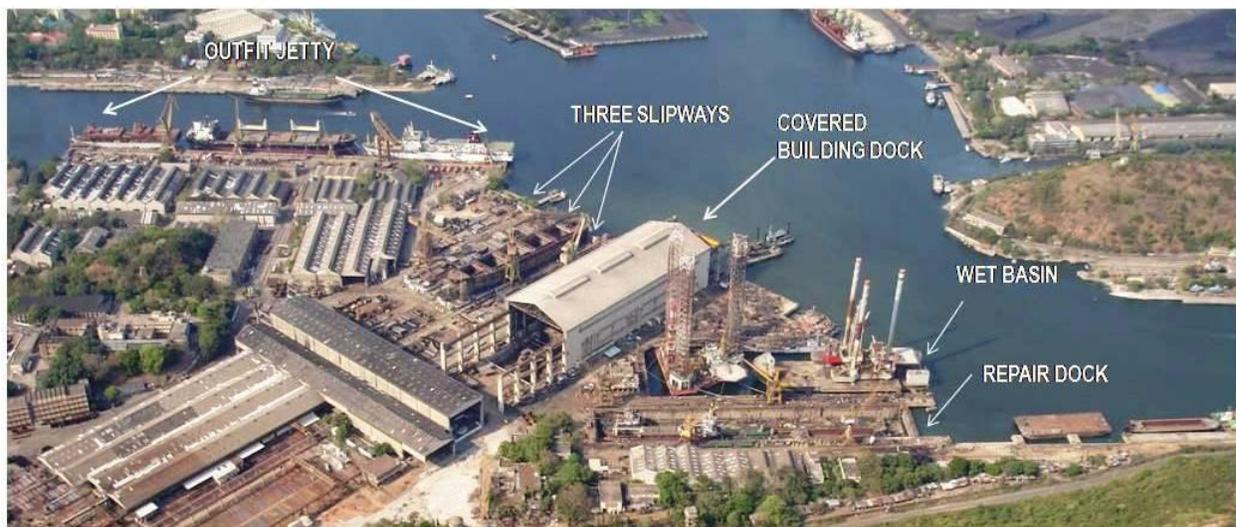
### SHIP BUILDINGS:

The Hindustan Shipyard Limited Company had achieved a turnover (concluding work-in-progress) of Rs.276.26crores during the year 2008-2009 on the shipping building front. The company had achieved a production of DWT

during the year 2008-2009, which is around % higher the production target fulfillment was % during the year, the capacity utilization has reduced from 202.15% during 2007-2008 to 194.16% during 2008-2009.

The backlog ships were 700 passenger vessels and oil recovery and pollution control vessel, which were very much delayed and yielding very poor or nil revenue was completed.

The company delivered the two vessels of the trader series bulk from GML the 2<sup>nd</sup> 30,000 DWT bulk carrier was the largest ship launched by HSL from the ship way. The yard has also delivered 700PV cum 160 ton cargo vessel "M.V. KAVARATHI" to VTL administration in the August presence of Smt. RadhikaSelvi honorable minister of state for Home, Government of India and Shri.P.V.Salva Raj, administration UTL.



## **SHIP REPAIR:**

During the year the ship repairs division repaired 28 vessels of various hyper belonging to Indian Navy, dredging corporation of India Limited Visakhapatnam Port Trust 6 foreign flag vessels and 10 private vessels besides some miscellaneous repair works the ship repair division achieved a total of 221.13 crores inclusive of the repair works on INSINGHUKIRTI. The ship repairs turn over has increased by to 14412.79 lakhs.

During their period HSL carried out repairs of low up drill rigs namely, PERONEGRO OF SAIPEN Portugal & 144.12% in 2008-2009 over 108.45% in 2007-2008 from Rs.10845.57 lakhs deep sea mat drill of JAGSON INTERNATIONAL LIMITED Malta thus earning international recognition in the field of drill ship repairs. This could be achieved by utilizing the dock facilities to the optimum level.

## **SUBMARINE RETROFIT DIVISION:**

HSL has pioneered submarine repair works say back in 1970 when it had ventured into under taking repairs of Egyptian submarines. HSL has been the first shipyard in India to diversity into submarine repair activity.

The yard has well trained man-power, sufficient infrastructure and facilities to undertake quality repairs of all kinds of submarines.



The HSL's stringent quality control measures the technology transfer tie-up with the designers & the ability to procure required materials & spare has stood in good stead on gaining contracts from India Navy. A fully pledged & dedicated submarine retrofit division has been created for exclusive and uninterrupted repair works of submarine by drawing up experts from submarine field to plan coordinate and ensure quality work. The HSL is thus well prepared for undertaking repairs and construction of modern and sophisticated submarines.

### MAN POWER IN HSL:

HSL has over five decades of reputation as a leading Indian Ship building yard backed by professionalism & multi-disciplinary capability it possesses a wealth of professionally qualified, sophisticated ocean going vessel & other more time structures. The work force is continuously trained to upgrade their skills & experienced levels are backed up by relevant academic & professional qualifications marked by versatility and rich experience in the various technical trades internet to the ship building Industry.

## LIST OF DEPARTMENTS IN H.S.L:

Dept code:	Department.
01)	Hull shop.
02)	Pre-fabrication.
03)	Erection.
04)	Shipwright berth.
05)	Outfit accommodation.
06)	Welding.
07)	Hull outfit.
08)	Rigging.
09)	Electrical.
10)	Plumbing.
11)	Engineering.
12)	Ship cleaning.
13)	Galvanizing.
14)	Plant maintenance.
15)	Civil maintenance.
16)	Purchase and materials.
17)	Boats and launches.
18)	Personnel and administration.
19)	Training department.
20)	DDSR.
21)	SR maintenance.
22)	SRF division.
23)	Safety.

- 24) Commercial and contracts.
- 25) Centralized legal cell.
- 26) Security and fire service.
- 27) Ship building out sourcing.
- 28) Finance.
- 29) Design and drawing offices.
- 30) Company secretary's offices.
- 31) Vigilance.
- 32) Production planning and project management.
- 33) Quality control.
- 34) Regional offices.
- 35) G.V Nil yam.
- 36) ED's office.
- 37) D (F & C)'s office.
- 38) D (SB)'s office.
- 39) C & MD's office.
- 40) Information technology dept.
- 41) D (CP)'s office.
- 42) D (SP)'s office.

All the above departments are again re-categorized as follows:

1. Production Department.
2. Administration Department.
3. Service Department.

## 1. PRODUCTION DEPARTMENT:-

1. Hull Sop
2. Pre-Fabrication
3. Erection
4. Welding
5. Black smith Dept.
6. Rigging Dept.
7. Painting Dept.
8. Electrical Dept.
9. Plumbing Dept.
10. Sheet Metal Dept.
11. Engineering Dept.

## 2. ADMINISTRATION DEPARTMENT:-

### 1. Finance Dept:

- a) Bills & Insurance
- b) Provident Fund section
- c) Record Room
- d) Pay & A/c's (Salaries Section)
- e) Cost Accounts
- f) Internal Audit Department

### 1. Purchase Dept:

- a) Main Purchase
- b) General Stores
- c) Bond Stores
- d) Timber Stores
- e) Steel Stores
- f) Inspection

## **PERSONNEL & ADMINISTRATION DEPARTMENT:**

### **1. Personnel Wing:-**

- a) Staff cell.
- b) Workmen cell.
- c) Executive cell.
- d) TKLM cell.
- e) Welfare Department
- f) Medical

### **2. Administration Wing:**

- a) Procurement of goods
- b) Procurement of stationary
- c) Procurement of other item
- d) Transport
- e) Guest House
- f) Canteen

## **3. SERVICE DEPARTMENT:**

- a) Design office.
- b) Production planning department.
- c) Quality control department.
- d) General stores.
- e) Purchase department.
- f) Bond stores clearance department.
- g) Maintenance department.
- h) Civil engineering department.
- i) Medical and health department.
- j) Transport department.

## DIVISION OF DIFFERENT DEPARTMENTS OF HINDUSTAN SHIPYARD LIMITED:-

- Co-ordination of personnel legal cell (co-ordination).
- Staff cell
- Executive cell
- Workmen cell
- TKLM cell (time keeping & leave management)
- Welfare cell

## CO-ORD LEGAL CELL:-

Previously known as ODR (Organizational development Research) cell.

## FUNCTION:-

Framing of personnel policies and procedures corresponding with

- a) Administration Ministry i.e., Ministry of shipping & Transport & other organization on various matters. Service conditions of employees labour laws etc on legal courts, Industrial Tribunal cum labour work, high controls Supreme Court and other statutory authorities.
- b) Operate of voluntary retirement scheme correspondence with ministry of DPE regarding the said scheme.
- c) Organizing joint council meeting and administration of group saving linked insurance.

### **STRUCTURE:-**

- Head of the Department/Manager
- Section office
- Assistant
- Steno
- Attendant

### **STAFF CELL:-**

This deals with all the matters of the employees in the staff and categories regarding manpower requirements, manpower planning and development, recruitment, selection, placement training needs, carrier planning etc. It also deals with establishment matter like leave provident and non-statutory returns, regulations of salary allowance, overtime etc of all managers.

### **STRUCTURE:-**

- Manager (personnel & Admn)
- Sr. Personnel officer
- Section officer
- Senior Assistant
- Junior Typist
- Office Attendant

### EXECUTIVE CELL:-

This deals with all the development manpower requirements, selection & placement performance Appraisal, training needs, annual increments carrier planning, separation and disciplinary actions etc of all officers.

### STRUCTURE:-

- Manager (personnel &Admn)
- Sr. Personnel officer
- Section officer
- Staff Member (Sr. Asst)

### WORKMEN CELL:-

Like executive cell & staff cell a separate cell was constituted to dew with all the matters relating to work men such as man power planning recruitment, selection, placement, performance Appraisal promotions etc & also compliance of statutory & non-statutory returns, annual increments, leaver, penal settlement of workers and providing welfare scheme for workmen. It will looks after regulation of

### STRUCTUTE:-

- Chief welfare officer.
- Section officer.
- Junior Assistant.

## PERSONNEL DEPARTMENT:-

This department of human resources of the organization is the most important asset. The management of personnel division is fundamental to all administrative activities in all aspects. Concerning the human resources which should be properly defined to put into the roll of organization.

The functionary of the chief manager (personnel & Training) and the various activities connected with the personnel functionary & discussed below.

The off shore platform, the dry dock & ship repair & outfit complex are separately handled & hence it can emphatically say that the personnel function at HSL is decentralized to a large extent. The chief welfare officer under manager (Personnel & Admn) has a correspondence function in respect of the welfare of the organization.

A senior Hindi officer is appointed to train the staffing Hindi language which is the Government policy.

New electronic purchasing system has been introduced for all employees including the officers in the shipyard an electronic magnet card is provided to each employee to put into the slot of electronic good get the good-get will meet down the number of days worked against the individuals in the complex the computer also calculates the date coming & computer the wages/salaries accordingly. This equipment is mainly utilized by the data processing departments.

## CAREER PLANNING:-

The manpower resources in HSL for the purpose of career planning are divided into 3 main categories.

- 1) Executives
- 2) Staff and
- 3) Work

## EXECUTIVE:-

Executive consist of top management, senior management junior executives. Top management consists of chief executives of the organization & functional directors their appointment are made by the Government of India. Then respect the company Board of Directors. They are corporate heads in charge of more than one discipline & are basically responsible for remuneration, formulation of corporate objectives, corporate plans, policies & strategies for their effective implementation.

Senior management level represents three level hierarchies consisting of general Manager, Deputy Managers & Additional Managers, General Manager & Deputy Manager constitute divisional heads, Chief Manager as departmental heads who are normally in charge of more than one function additional managers are functional head & thus assume overall responsibility of a specific function.

Junior executive's cadre represents the last of the four divisions. It is the lowest range of the executive ladder & also the main feeder line of the executive setup.

### **STAFF:-**

Broadly staff can be categorized into:

- Technical supervisory staff.
- Other technical staff.
- Clerical & other administrative & subordinate staff.

Technical supervisory staffs are the supervision on the shop floor that is primarily responsible for achieving production targets. Other technical staff mainly represents design office staff and production planners who contribute to the production activity indirectly.

Clerical & other administrative & subordinate staff consists of two levels. One at induction level where 100% recruitment is made & another level where 25% of parts are filled through direct recruitment.

### **WORKMEN:-**

The bulk of work forces are employed in shop in the production process directly. A very minor percentage is working in other areas like material handling, maintenance etc. the workmen category consists of technical man mates & unskilled labour. Tradesmen & mates constitute skilled & semi-skilled workmen.

## TRADE UNIONS IN HSL

SNO	NAME	AFFILIATED TO
1	Hindustan shipyard staff & workers union	INTUC
2	HSL labour& staff union	CITU
3	Hindustan shipyard Shramiksangh	BMS
4	HSL workers & staff union	AITUC
5	Shipyard Employees Association	HMS
6	Hindustan Employee progressive staff & Workers Association	AITUC
7	Hindustan Shipyard staff & Workers Association	VARMAJI
8	United Shipyard Employee union	DUTU
9	Hindustan Shipyard employee Telugunadu Employee Trade union	INETU
10	Hindustan Shipyard Employee Congress	PRABASH
11	Hindustan Shipyard Employee Association	INTUC
12	Shipyard Employee Trade Union council	PALLA
13	Hindustan Shipyard Staff &labour Union	INDEPENDENT

## **FINDINGS, SUGGESTIONS AND CONCLUSIONS**

This chapter throws light on the schemes of participative management sample organization their effect on management and workers organization as a whole.

### **FINDINGS:**

1. The entire department existing in the organization is covered as the findings show that the workers representative of the participative schemes are from various departments.
2. A high percentage of workers representative of the participative schemes are having minimum educational qualification.
3. Cent percent respondents are males. It is disappointing to note that female employee participation is null. Basing on the changing profile of the women employees there should be need to motivate them to in value in all democratic activities for the a melioration of women welfare cent percent of the male respondent are having more than 36 years of as ease is an important factor be maintained relations establishment. So all interesting workers irrespective of are encouraged to in value in all activities.
4. All the respondents are married and have dependents 2/3 of the respondent size of family is large (4 or 5 family members) the

remaining 1/3 of respondents is aware of the problems of large size family.

5. Majorities of the respondents have good service experienced and are well aware of their responsibilities and duties.
6. Most of the respondents are earnings about 70,000 to 50,000 per annum most of the respondents belong to middle income group. So they all have some requirement and opinions they are all income tax payers.
7. A lesser percent of responders come from urban are mostly from Visakhapatnam others are from rural area i.e., in and around Visakhapatnam.
8. Majority of the respondents considered workers participate on workers representing management forums. Respondents express that consideration of their opinions is very rare in the committee meetings.
9. Most of the respondents are unaware of the distinction between statutory and non statutory committees. But most of the are well aware about the functioning and periodicity of meeting. Majority of the respondents are regular visitors of the meetings and do participative activity in the meetings.
10. Majority of the respondents attends to the committee meetings regularly. Most of them participative in discussions at the meeting and do express their opinion.

11. It is interesting to find that their majority of the respondents felt that there is equal representation of management and workers.
12. Majority of the respondents said that participative schemes functioning are effective and the main reason for it is union's role. Most of them felt that effectiveness is due to interest of management.
13. The respondents of the Hindustan Shipyard Limited considered that formal agreement between h f
14. Even though the basis of workers participation is due to formal agreement, that proceeding in meeting and useful and formal and the management representatives do co-operative with them.
15. Most of them respondents felt that workers participative schemes are beneficial of the workers from this it can be said that the problems or requires of the workers are considered and solved through these schemes. Majority felt it is helpful to the organization as well and schemes are achieving their objectives.
16. Maximizing production is the main favorableness of the participative schemes according to the workers. And some said they also help to educate them about the organizational goals.
17. Most of the workers considered corporate management decision making as desirable.

## **SUGGESTIONS:**

The success of any scheme of participative management will depend upon the fulfillment of certain conditions and thereby ensure success of the scheme.

## **FAITH IN THE SYSTEM:**

The most important thing is faith on the part of both the management and employees in the system. It is such faith that will determine the right type of attitude and approach for the success of the schemes. Development of this faith and attitude amongst the members of the participative bodies alone is not adequate managers and employees other than members of these bodies too should cooperate with the scheme and they should also have faith in participative management.

## **CONCEPTUAL CLARITY:**

The concept and approach of this new way of management of the enterprise must be dear to all those who are involved in this exercise while the management should not look at the scheme with apprehensions of curtailment of their power and prerogatives managing their people, the laborer or trade union should not look at the scheme as a means of enhancement of their power. It may be buttressed that this is a new way of managing the enterprise through information sharing consultation, joint decision making and

collative endeavor for implementation of delusion. All concerned should bear in mind it is a managerial exerlise.

#### **UNITY OF OBJECTIVES AND DIRECTIONS:**

An important principle off management relates to unit of objectives. And directions should be the same for all. It means that there must be a minimum understanding and commitment with regard to organization and objectives the success of participative management also depends up on unity of objective and directions not only from the point of view of managers but also from that of workers parte clearly those elected or nominated for various councils formed under the scheme.

#### **SYSTEM OF SHARING GAINS OF INCREASED PRODUCTIVITY:**

In evolvment of all the employees in the effective functioning of organization is a must for the participative system of management. It is proved beyond doubt that real involvement could be possible only when there us a proper system of sharing the gains of increased productivity. When a scheme is introduced with the main objective of increasing production and productivity, workings out as a proper system of sharing of gains increased productivity becomes more important.

### **INFORMAL PARTICIPATIVE MANAGEMENT:**

The success of the scheme of participative management depends upon the success of the informal style of participative management not merely on formal functioning of the councils or committees framed for this purpose the reason is that only few persons from the side of management and employees are involved in the formal system the majority on the employees and executives could be involved ones through informal system of participation management. An important exercise too all those interested in the scheme, therefore, involvement of grass-root. Workers, shop-floor supervisors and departmental executive s who are not formally associated with the scheme and also sustain their enthusiasm in the system this calls for a change in the management culture itself.

### **REPRESENTATIVE COUNCILS:-**

The success of the scheme depends upon these representatives character of various councils formed for this purpose land acceptability by the groups. The top management and trade union representatives of employees and management. In the absence of true representatives councils, acceptability of the decisions will always be a major problem the question of election, nomination or both could be considered keeping in view the strength, education and group affiliation of the employees. Inter union rivalries and grouping in the supervisory and managerial cadres are the greatest bottlenecks in the success of participative schemes of management.

## INDUSTRIAL RELATIONS:-

Effective working of participative management depends upon relationship between the management and employees which is known as industrial relations. Cordial industrial relations in the organization will prevail when there is mutual trust and confidence among the parties and consequently favorable organizational climate could be build.

## REVIEW OF WORKING OF THE SYSTEM:-

It is always desirable to review periodically working of any scheme to know the drawbacks in functioning and take remedial measures to overcome the draw back.

## EDUCATION AND TRAINING:

Education and training should be an integral part of the management function. It is wrong to think that education and training of workers association with the scheme alone would meet the requirement.

The participative management policy is a genesis to step into the objective of industry democracy to be achieved, intact for fruitful functioning od democracy, the need, the objective and the principles of subject. Thus for achieving of the organization goals through the concept of participative management. The participant workers and employees should have the relevant knowledge and management as to

inculcate such knowledge to them through the means of workers awareness classes and such programme for its good ness.

The Government should take proper action to maintain regularity for committees.

The present member should be graduate.

### CONCLUSION:-

The movements of workers participation in management, if it is to attain any measure of success must come from within, not under pressure from any outside agency or Government. Introducing the system in a concern for the sake of it will not do much good, where conditions are not ripe for successful experiment unless both the management and union believe in the necessity and utility of such machinery, the movement will not make much head way.

In general, workers and unions are appearing in favor of scheme only along with the employer. They are elevated to the status of decision makers. In fact, some of the union leaders where of the view that any scheme shot of this had the result of workers be part and parcel of the achievement of the sole objective of the employers i.e., profits.

It appears that the management does not want to disturb the existing employer and employee relationship expect that joint consultant may be encouraged to increase production and productivity

and then if some administrative responsibility is shared with workers, the ultimate decision should rest with management.

Prof. ZivanTanix, an expert on the subject concludes in this words, "it appears that the experiment of workers participation in India is not only at the lowest level of evolution but also that workers, unions, employer and state do not have any real interest in success. The necessary Economical, social, political, and cultural conditions concomitant, to success of such an experiment are not ripe in India."

It has been open that the scheme of labour participation has remained confined to a few of the workers representatives instead of its getting popular among general workers. Besides, the management is reluctant to share decision making power with the workers. In addition to the shop floor and joint management councils, the management has to encourage constitution of quality circles and small working groups in the shop floor /section level so as to encourage participation.

For want of empirical research in the working of the scheme, nothing can be said about the effectiveness of this scheme. A great deal of evaluating theoretical writing on the subject as questioned the advantage of implementation scheme. It has been argued that when, in the action of committee and shop councils have failed miserably. It Is futile to think of scheme for the representation of workers on the board of management of an enterprise, which calls for the higher degree of participation. A study of scheme in nationalized bank conducted by the national labour institute has showed that it has failed fostering a congenial relationship based on mutual trust, respect, understanding and cooperation. It has also been observed that it has little impact on industrial relation or decision making.

Through the scheme of workers participation in the management shown satisfactory results, it should be need to work atleast in the field of increased production and productivity of labour by giving the workers a feeling that he is an integral and important part of the organization and so creating a climate in which he may get reasonable opportunities to show his worth in contributing his share production targets. Joint consultation should from the part of the labour management decisions and important issues affecting not only production but also the very working lives that employee.

Management should have a constructive attitude and should regard trade unions not as obstacle to over as a highly valuable and powerful instrument which if properly handled , can be of very great help in increasing production and productivity .both employers and unions should solemnly resolve to carry on the experiment in proper spirit. The government should take the responsibility for the provision of the satisfactory workers education program me so that they may be properly equipped for their task .the scheme seems to have a bright future, if the approach is made in a right direction.

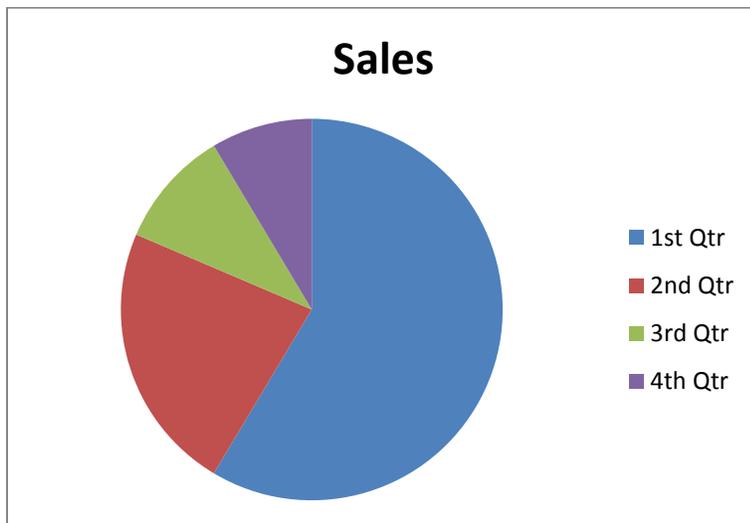
Last but not least in the context of the new economic policies, liberalization of the industrial licensing system the government will have to consider and evolve suitable motivational scheme such that they create interest to the management and tradeunions to evince voluntary interest in the various schemes of employee participation in management.

# INTREPRETATION OF THE DATA

1) What is the level of workers participation in management scheme?

- a) Very good
- b) good
- b) Satisfactory
- d) poor

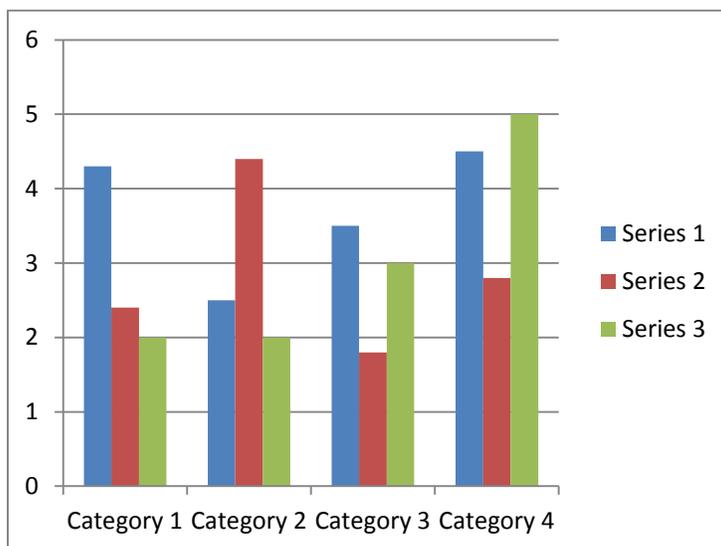
	No. of worker	Percentage (%)
Very good	15	30
Good	12	24
Satisfactory	18	36
Poor	5	10



In Hindustan shipyard Limited 30% of respondents are very good of workers participation in management, and 24% of them are good, 36% are satisfied and 10% are poor. This shows that majority of employees in Hindustan Shipyard Limited are aware of workers participation in management.

- 2) What do you understand by workers participation in management?
- a) It is a scheme to bring about close association between labor management and industrial peace.
  - b) Workers representation in management forums such as canteen committee, shop floor council and Joint management council etc.
  - c) It is an effective tool to express the views of workers in the decision making process of the management.

	No. of workers	percentage
a) Very good	20	40
b) Good	15	30
c) Satisfactory	11	22
d) Not satisfied	4	8

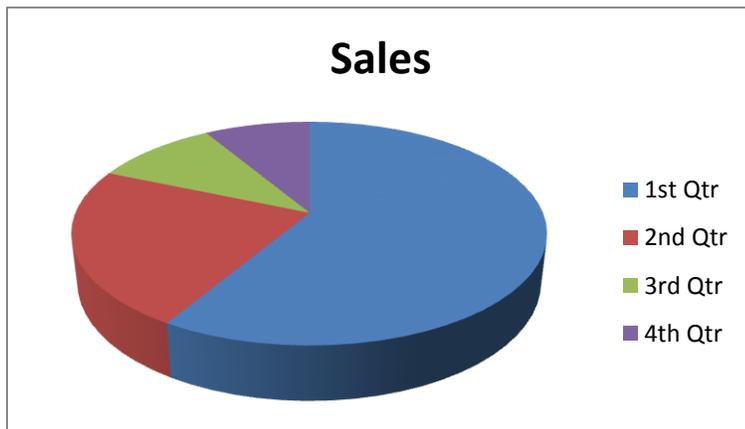


In Hindustan Shipyard Limited 75% of respondents are aware of workers participation in management scheme. In that 40% of respondents are agree with option A, 30% of respondents are agree with Option B, 22% of respondents are agree with Option C, 8% of respondents are agree with Option D.

3) How many forums do you know under this list?

- a) Shop Floor Council      c) Safety Committee
- b) Canteen Committee      d) Joint Management Council
- e) All the above

	No of workers	percentage (%)
Option A	7	15
Option B	9	17
Option C	5	10
Option D	4	8
Option E	25	50



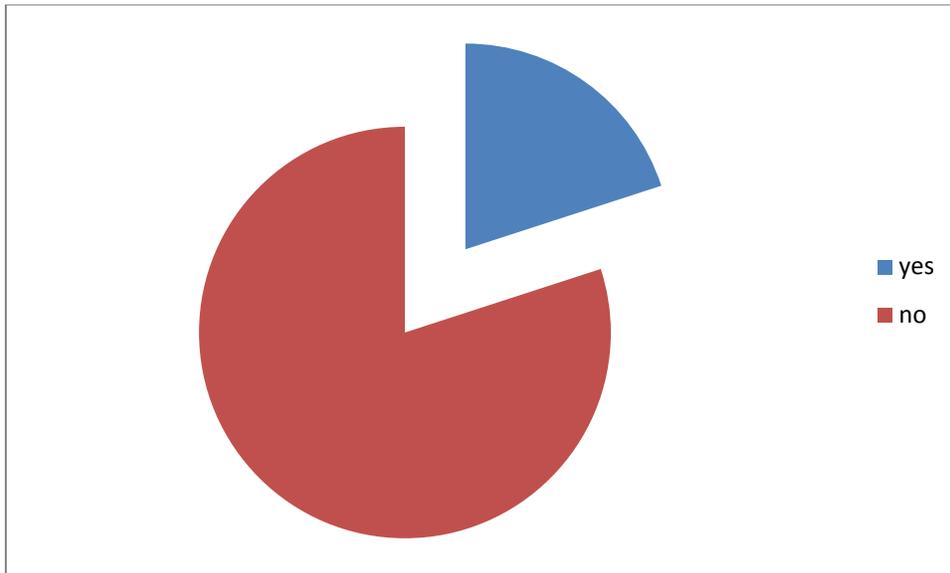
From the above table I came to know that 15% of the respondents agree with option A, 17% of respondents agree with option B, 10% of respondents agree with option C, 8% of the respondents agree with option D & 50% of respondents agree with option E.

4) Do you know any Committee other than the above committees?

a) Yes

b) No

	No of workers	Percentage (%)
Yes	10	20
No	40	80



From the above chart I came to know that 20 of respondents declared YES and 80% of respondents declared NO.

5) How do you feel about the quality circles concept in HSL?

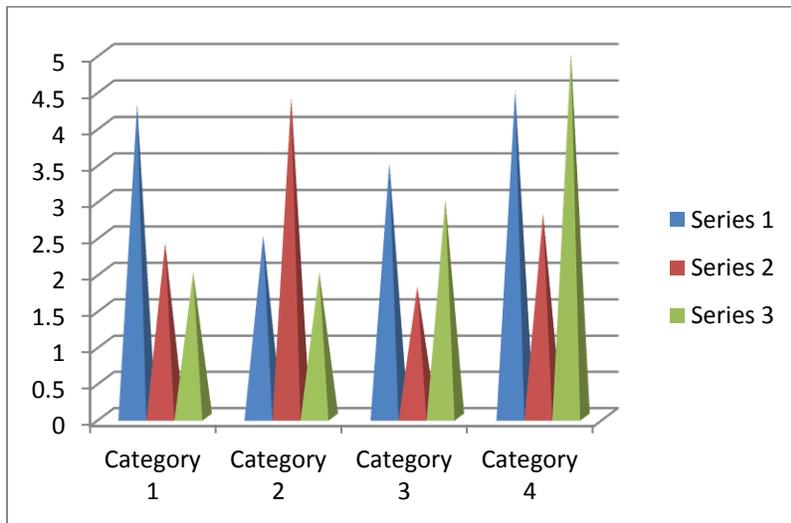
a) Very good

b) good

c) Satisfied

d) not satisfied

	No of workers	Percentage (%)
Very good	18	36
Good	15	30
Satisfied	12	24
Not satisfied	5	10



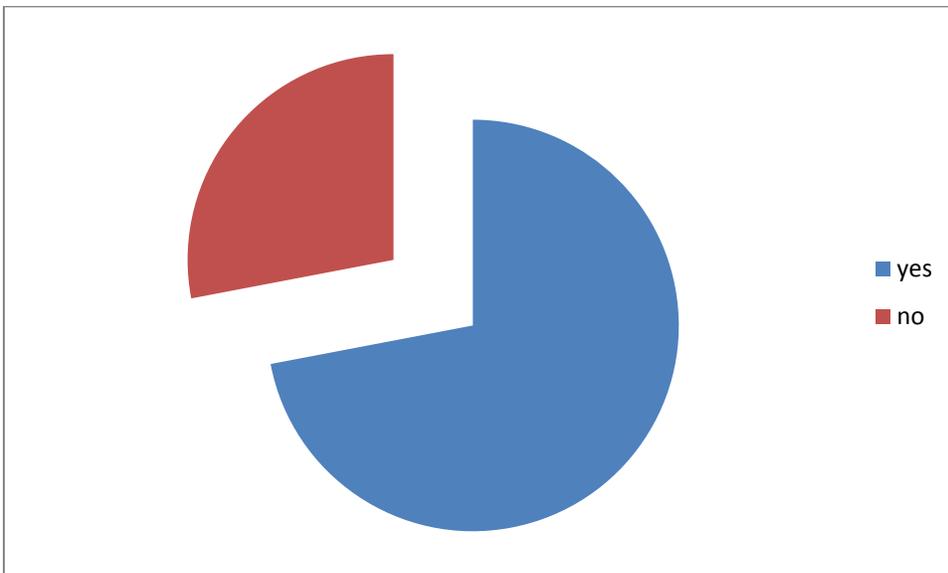
In Hindustan Shipyard Limited I came to know that 36% of the respondents are agree with Option A, 30% of the respondents are agree with Option B, 24% of the respondents are agree with Option C, 10% of the respondents are agree with Option D.

6) Do you like to accept the Quality Circle Concepts in HSL?

a) Yes

b) No

	No of workers	Percentage (%)
Yes	36	72
No	14	28

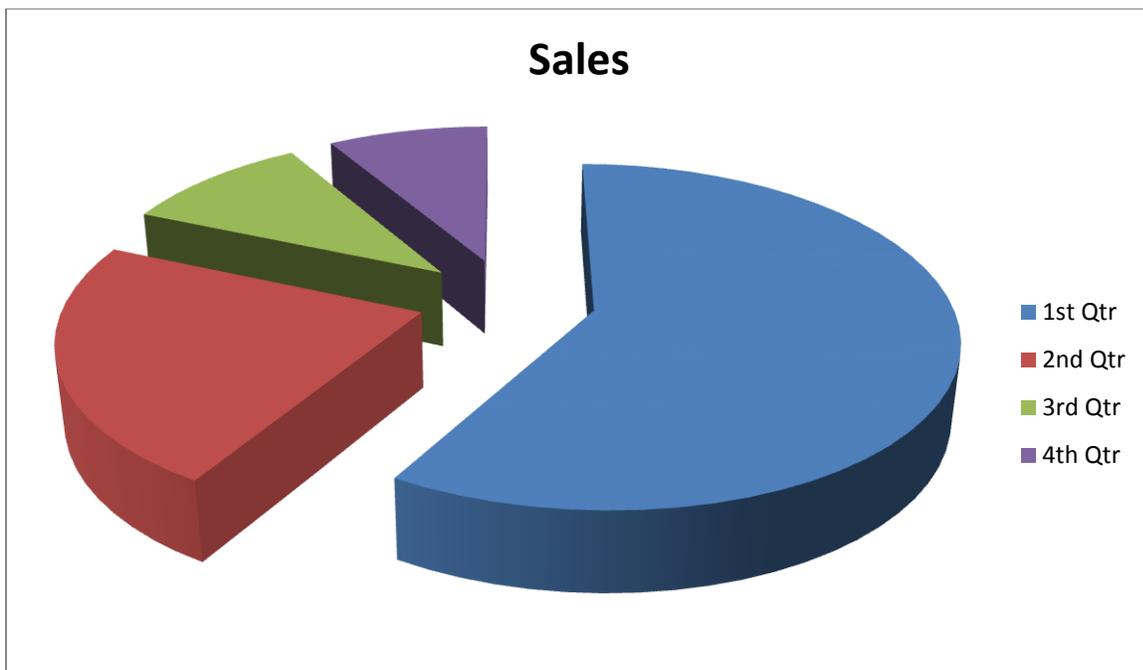


In Hindustan Shipyard Limited I came to know that 72% of the respondents agree to accept quality circles concepts in HSL and 28% of the respondents do not agree to accept the concept of Quality circles in HSL.

7) In your opinion the canteen maintenance in HSL is?

- a) Very good
- b) good
- c) Satisfied
- d) bad

	No of workers	Percentage (%)
Option A	4	8
Option B	8	16
Option C	3	6
Option D	35	70

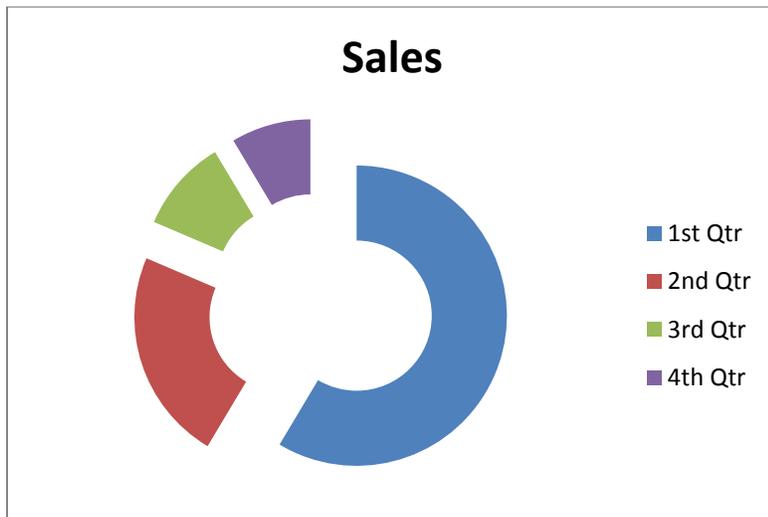


In Hindustan Shipyard Limited I came to know that 8% of the respondents agree with option A, 15% of the respondents agree with option B, 3% of the respondents agree with option C, 35% of the respondents agree with option D.

### 8) How do feel safety committee in HSL?

- a) Very good
- b) good
- c) Satisfied
- d) Not Satisfied

	No of workers	Percentage (%)
a) Very good	25	50
b) Good	13	26
c) Satisfied	10	20
d) Not Satisfied	2	4



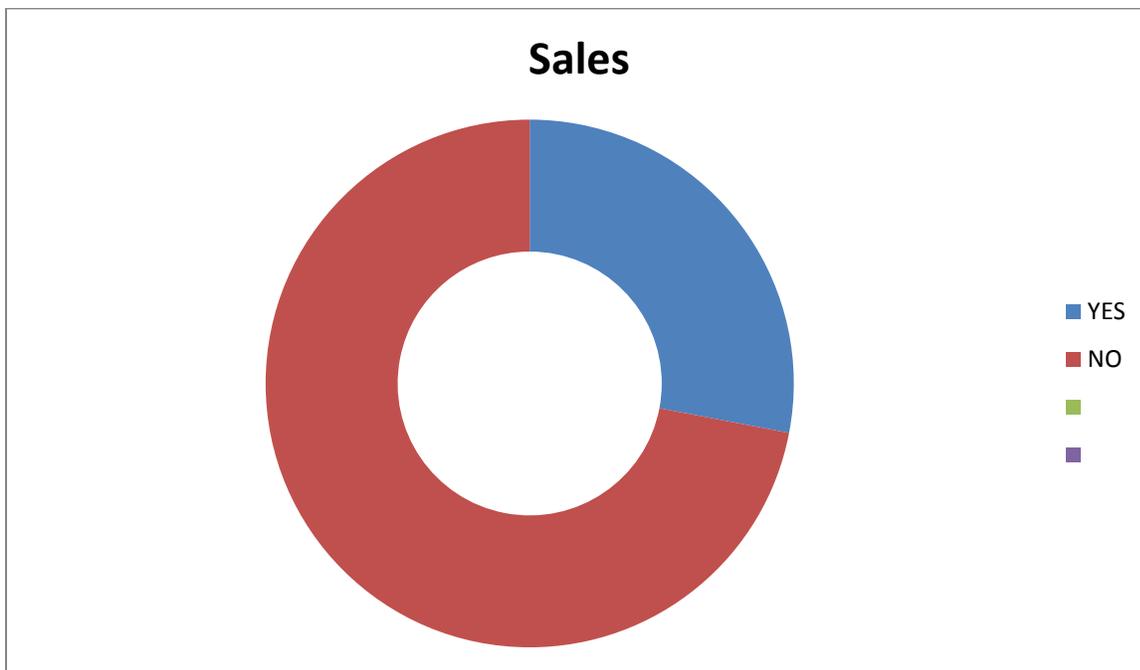
From the above chart I came to know that 36% of the respondents are agree with Option A, 26% of the respondents are agree with Option B, 20% of the respondents are agree with Option C, 4% of the respondents are agree with Option D.

9) At any time were you a member of the above given Committee?

a) Yes

b) No

	No of Workers	Percentage (%)
Yes	14	28
No	36	72



In Hindustan Shipyard Limited I came to know that 28% of the respondents agree with Option A, 72% of the respondents agree with Option B.

10) What is your Opinion on accepting union representation as a member in Board of Directors?

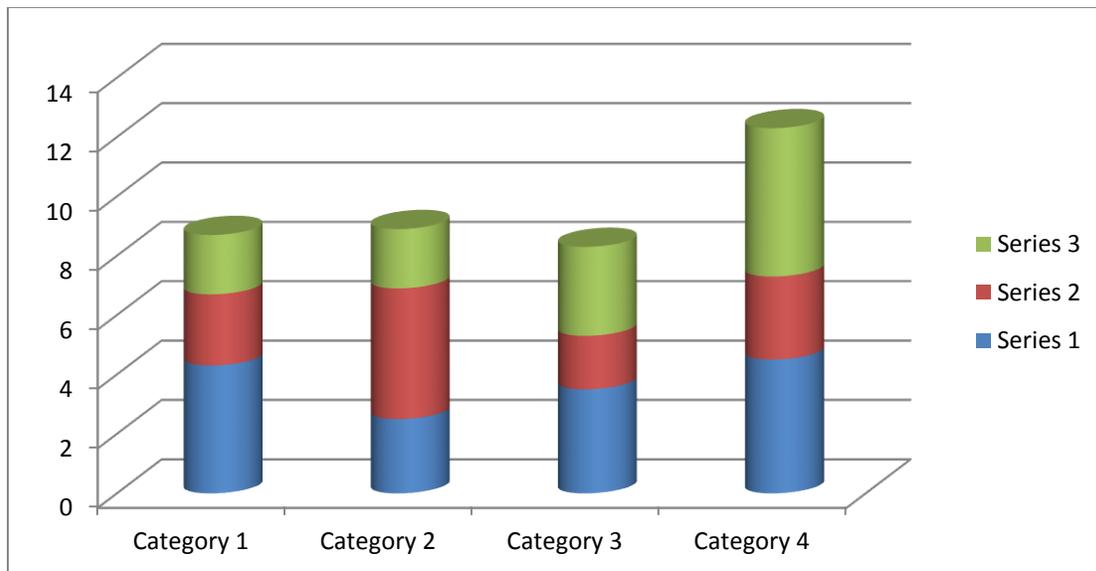
a) Very good

b) good

c) Satisfied

d) Not Satisfied

	No of Persons	Percentage (%)
a) Very good	23	46
b) Good	5	10
c) Satisfied	15	30
d) Not Satisfied	7	14



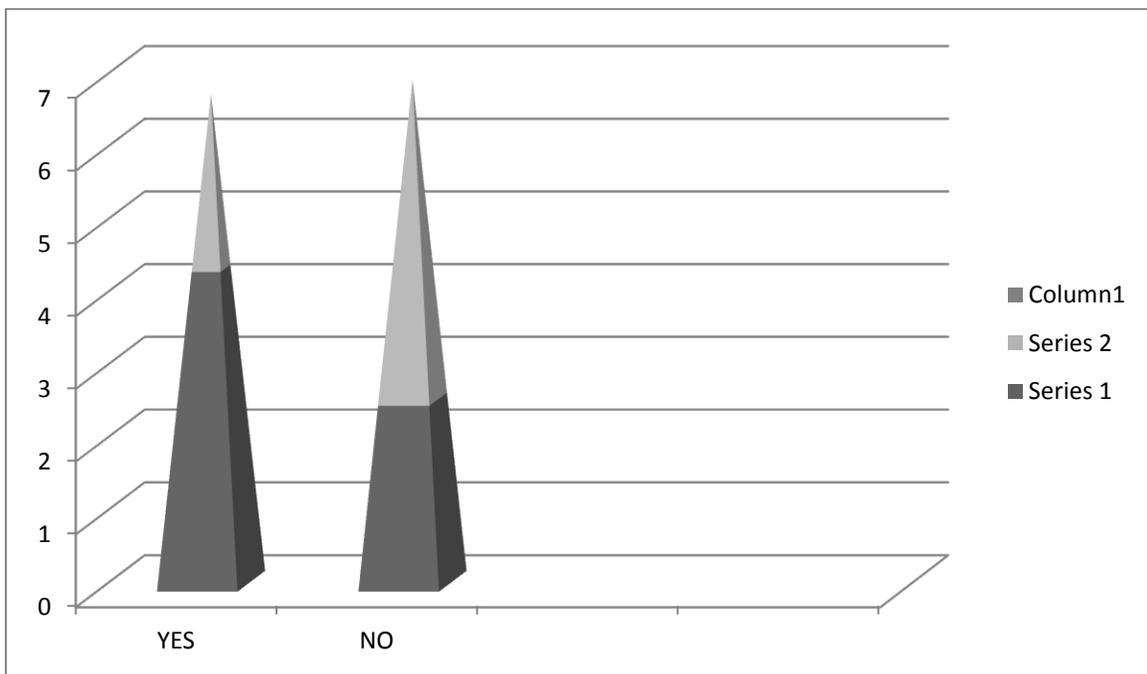
In Hindustan Shipyard Limited I came to know that 46% of the respondents are agree with Option A, 10% of the respondents are agree with Option B, 30% of the respondents are agree with Option C, 14% of the respondents are agree with Option D.

11) Do you think union should invite better suggestions for effective functions of WPM?

a) Yes

b) No

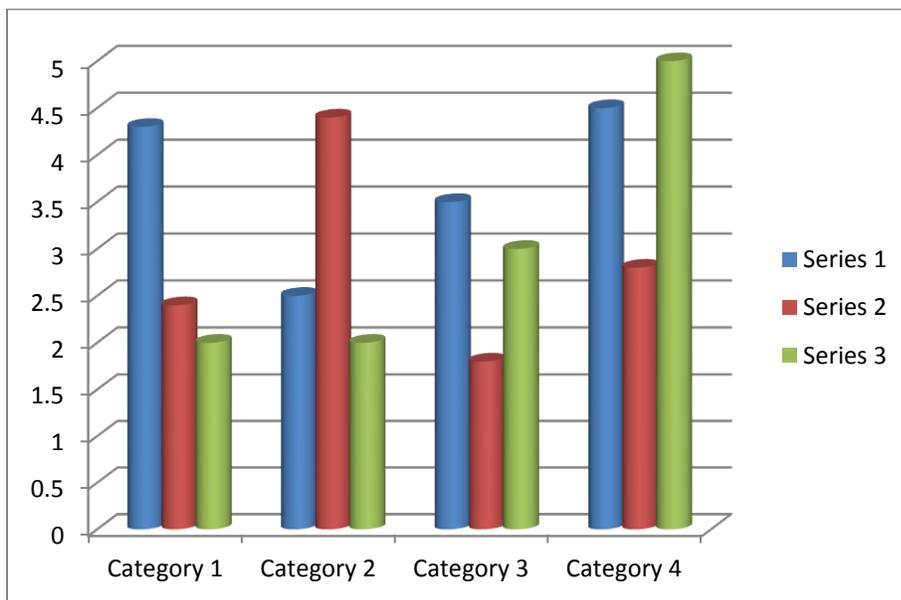
	No of workers	Percentage (%)
Yes	46	92
No	4	8



From the above chart I came to know that 92% of respondents declared YES and 8% of respondents declared NO.

12) How far the composition of participative committee acceptable by the workers?

	No of workers	Percentage (%)
a) Very good	27	54
b) Good	8	16
c) Satisfactory	9	18
d) Non satisfactory	6	12



In Hindustan Shipyard Limited I came to know that 54% of the respondents are agree with Option A, 16% of the respondents are agree with Option B, 18% of the respondents are agree with Opinion C, 12% of the respondents are agree with Option D.

13) How do you feel about the working of JMC's?

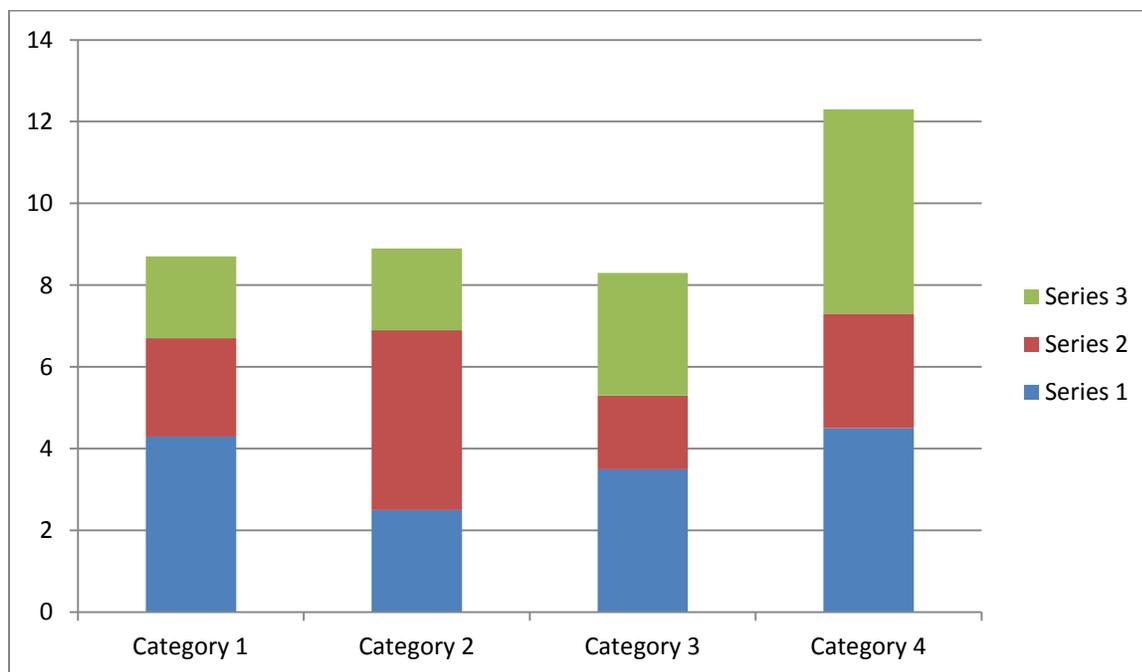
a) Very good

b) Good

c) Satisfactory

d) Not Satisfactory

	No of workers	Percentage (%)
a) Very good	20	40
b) Good	15	30
c) Satisfactory	9	18
d) Not Satisfactory	6	12

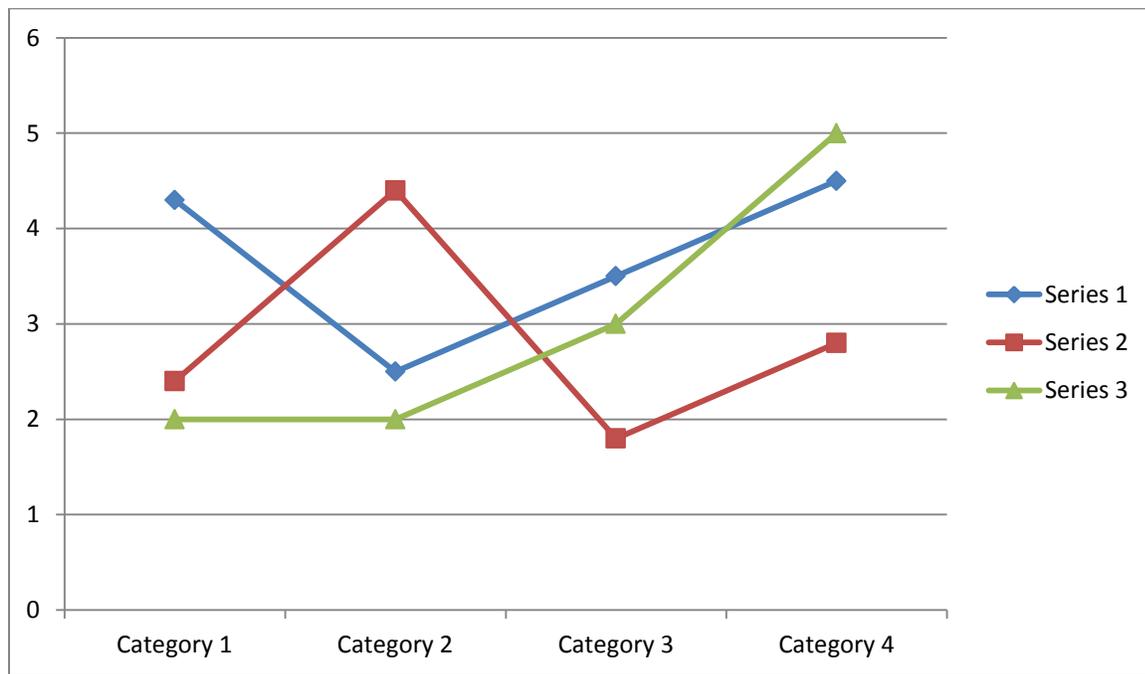


In Hindustan Shipyard Limited 40% of the respondents are accepting that JMC's are working effectively, 30% of the respondents are agree with Option B, 18% of the respondents are agree with Option C, 12% of the respondents are agree with Option D.

14) What types of issues are mainly discussed in the shop floor meeting?

- a) Production activities (i.e., Targets set Vs Targets achieved).
- b) Facilities viz., Welfare, Safety.
- c) General problems which they are facing in day to day work life.

	No. of workers	Percentage (%)
Option A	7	13
Option B	38	77
Option C	5	10



In Hindustan Shipyard Limited I came to know that 13% of the respondents agree with Option A, 77% of the respondents agree with Option B and 10% of the respondents agree with Option C.

15) Do you think about the suggestions given by the workers to avoid bottle neck problems?

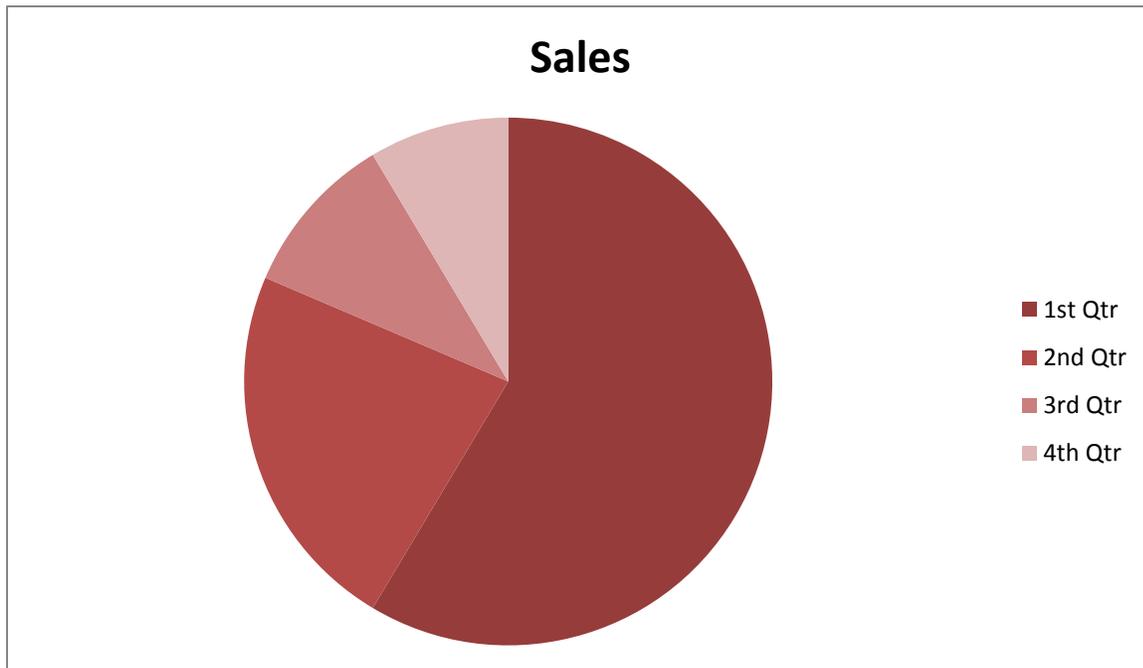
a) Very good

b) Good

c) Satisfied

d) not satisfied

	No of workers	Percentage (%)
a) Very good	20	40
b) Good	10	20
c) Satisfied	15	30
d) Not satisfied	5	10



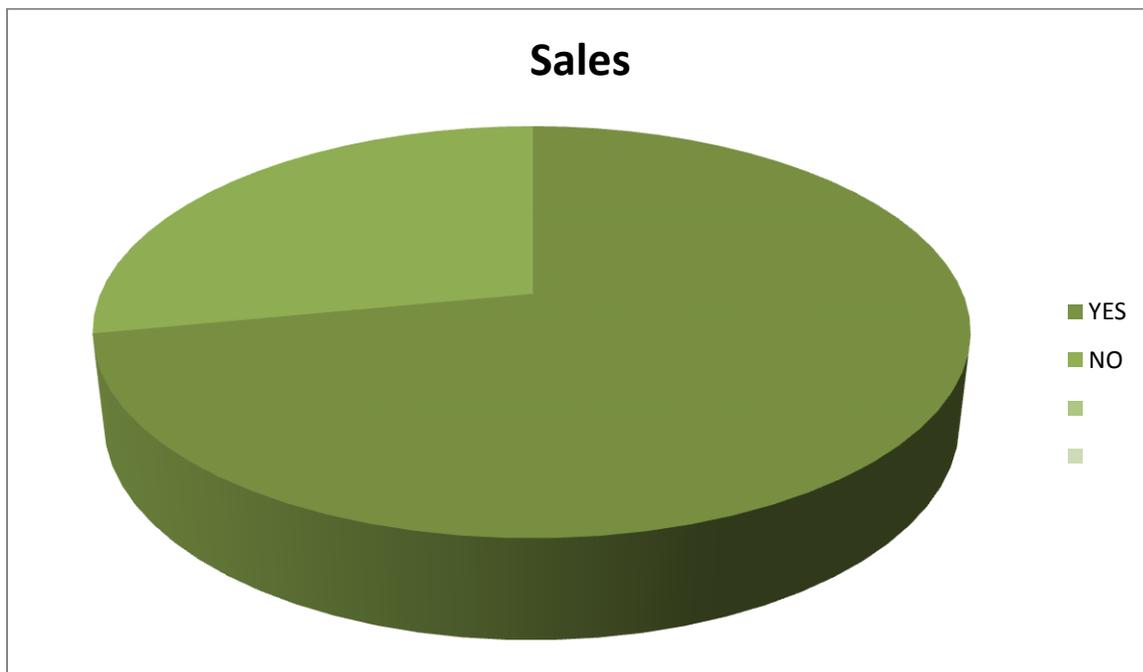
In Hindustan Shipyard Limited I came to know that 40% of the respondents are agree with Option A, 20% of the respondents are agree with Option B, 30% of the respondents are agree with Option C, 10% of the respondents are agree with Option D.

16) Do you think production and productivity increase by implementing WPM?

a) Yes

b) No

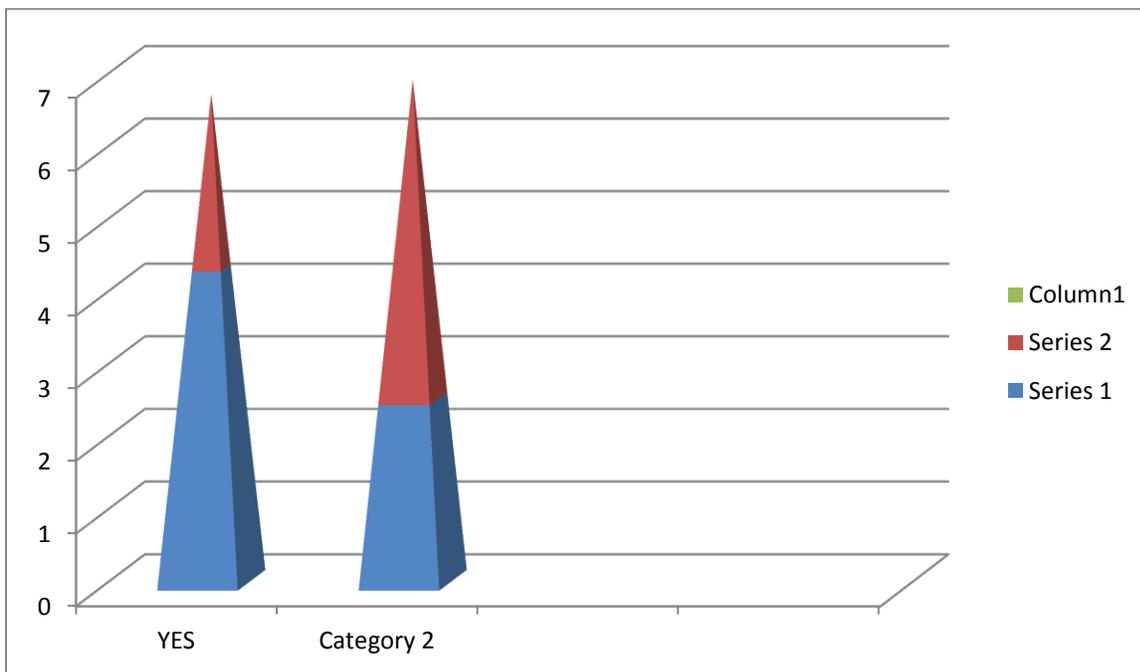
	No of workers	Percentage (%)
Yes	41	82
No	9	18



In Hindustan Shipyard Limited I came to know that 76% of the respondents accept that production and productivity increases by implementing WPM and 24% of the respondents do not accept that production and productivity increases by implementing WPM.

17) Canteen Management Committee is taking care of quality of food  
cleanliness of canteen?

	a) Yes	b) No
	No of workers	Percentage (%)
Yes	33	66
No	17	34



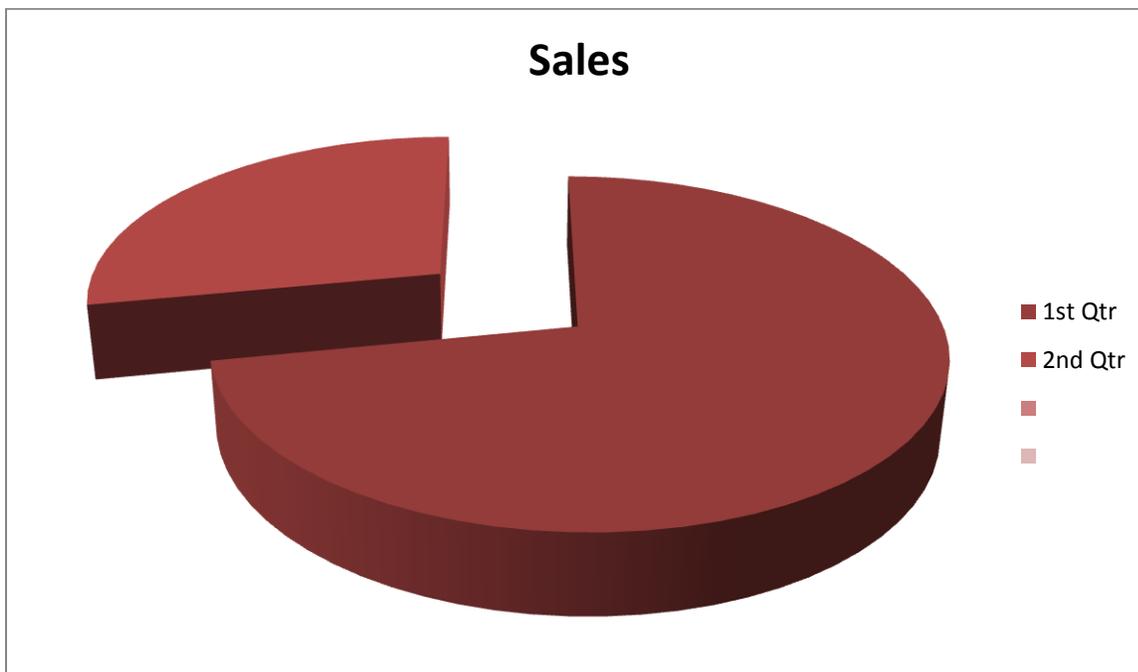
In Hindustan Shipyard Limited I came to know that 66% of the respondents agree that Canteen committee is taking care of quality of food and cleanliness of canteen and 34% of the respondents do not agree that Canteen committee is taking care of quality of food and cleanliness of canteen.

18) WPM provides a better understanding to employees about their role and place in the process of attainment of organization goals?

a) Yes

b) No

	No of workers	Percentage
Yes	39	78
No	11	22



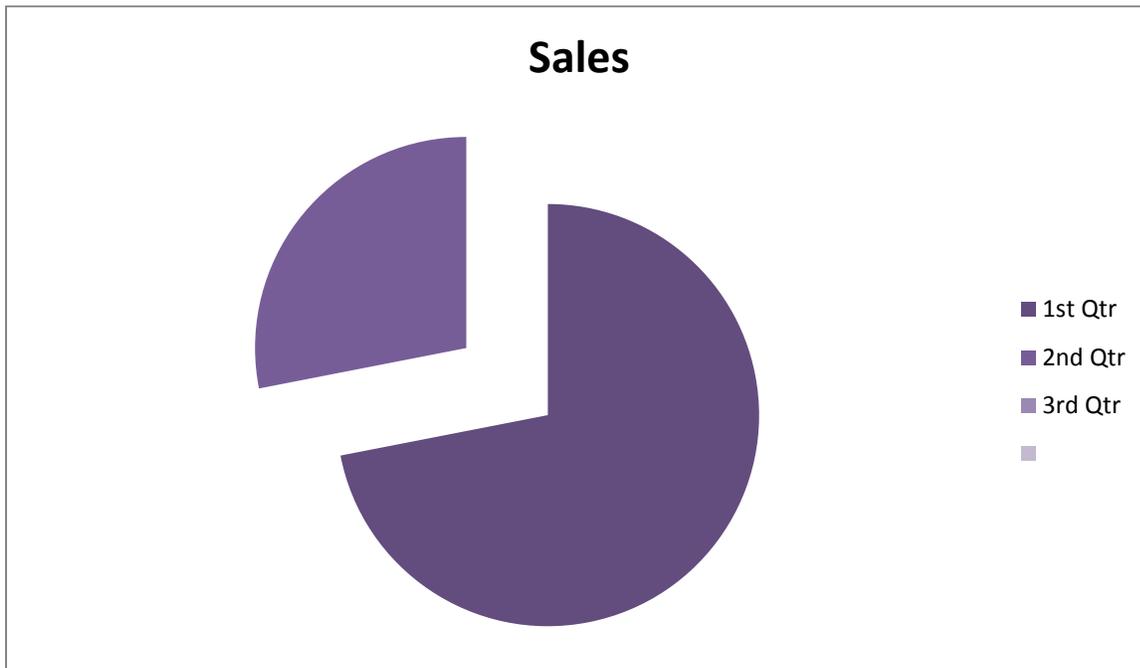
In Hindustan Shipyard Limited I came to know that 76% of the respondents agree that WPM provides a better understanding to employees about their role and place in the process of attainment of organization goals and 24% of the respondents do not agree that WPM provides a better understanding to employees about their role and place in the process of attainment of organization goals.

19) WPM has great potentiality and promise?

a) Yes

b) No

	No of workers	Percentages (%)
Yes	41	82
No	9	18



In Hindustan Shipyard Limited I came to know that 74% of the respondents agree with Workers Participation in Management has great potentiality and promise and 26% of the respondents do not agree with Workers Participation in Management has great potentiality and promise.

20) How do you feel about Grievance Committee in HSL?

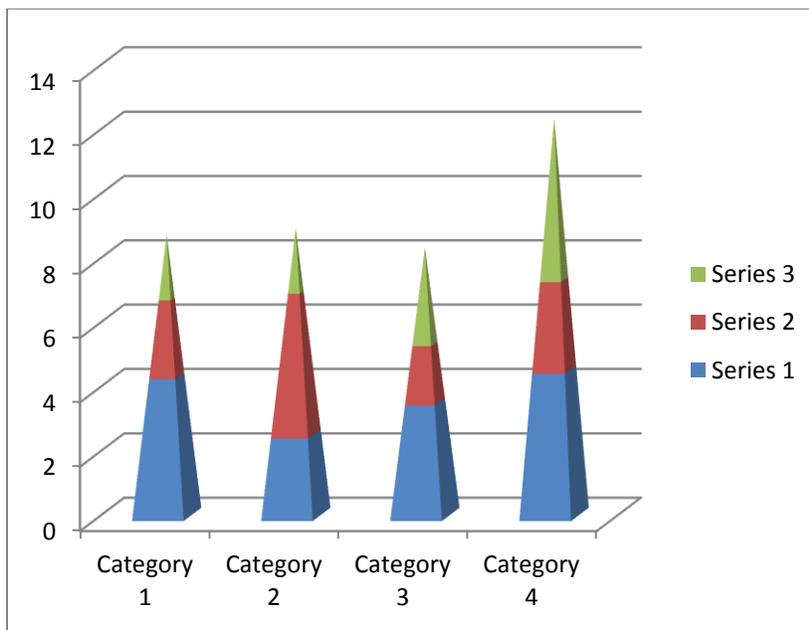
a) Very good

b) Good

c) Satisfied

d) not satisfied

	No of workers	Percentage (%)
a) Very good	21	42
b) Good	17	34
c) Satisfied	5	10
d) Not satisfied	7	14

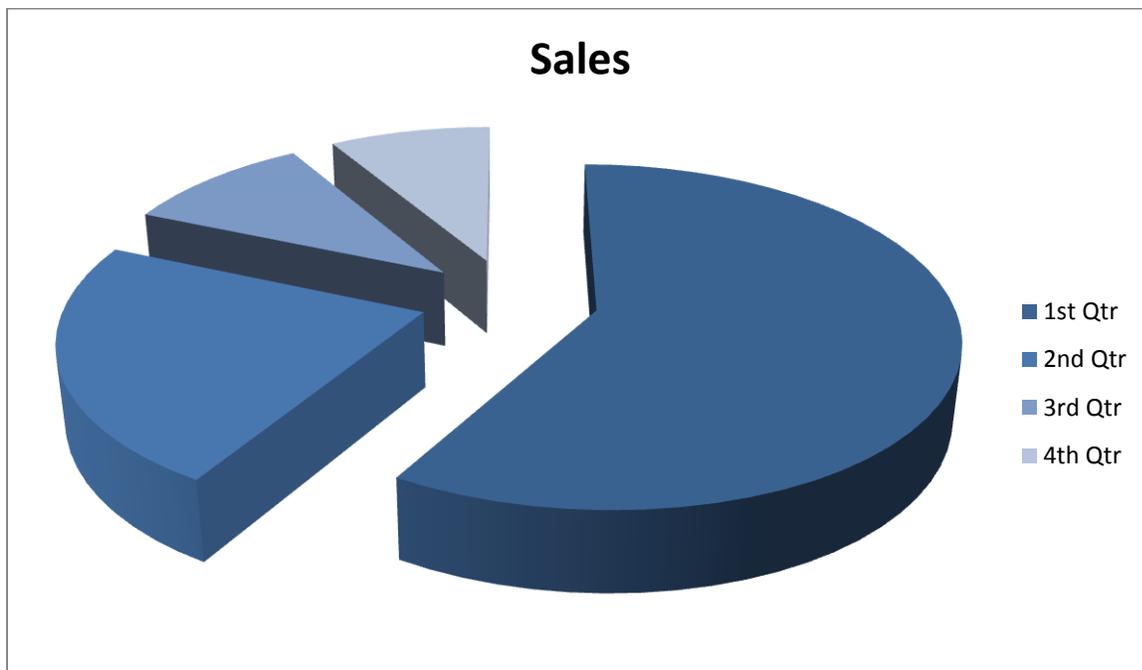


In Hindustan Shipyard Limited I came to know that 90% of the respondents are aware of the grievance committee in HSL and 10% of the respondents are not aware of the grievance committee in HSL.

21) How much time is taken to handle grievances in HSL?

- a) 1week      b) 10 days      c) 15 days      d) 1 month

	No of workers	Percentage (%)
Option A	22	44
Option B	15	30
Option C	10	20
Option D	3	6

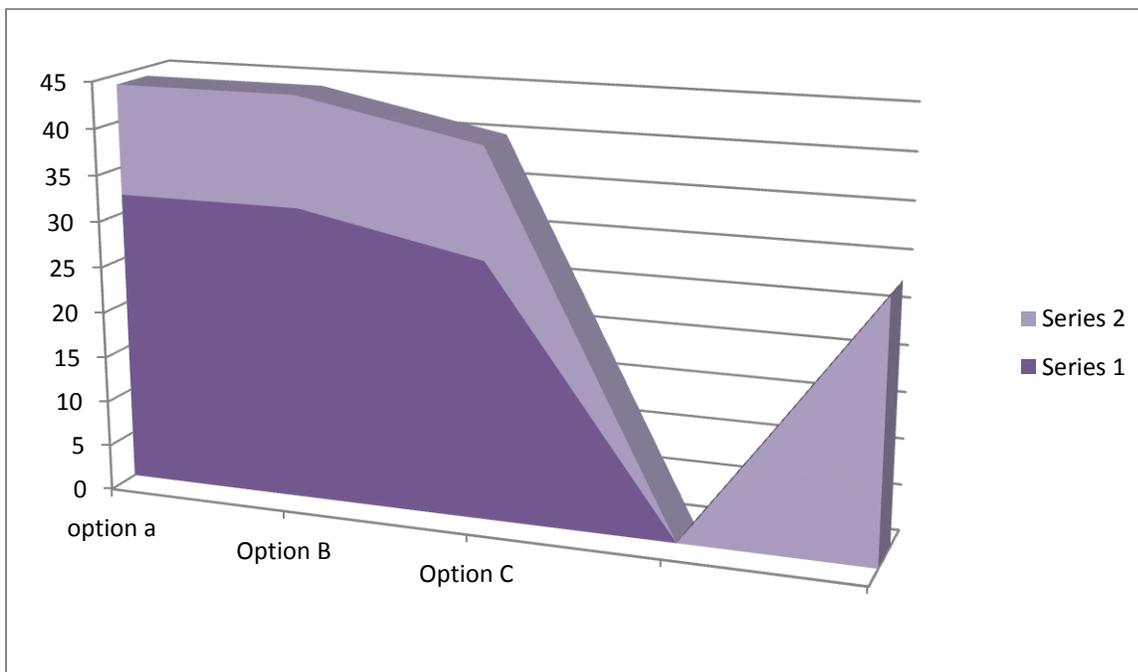


In Hindustan Shipyard Limited 44% respondents agree that the time taken to handle a grievance in HSL is 1 week, 30% of the respondents agree that the time takes 10 days. 20% respondents agree that the time takes 15 days and 6% agree that the time taken to handle a grievance in HSL is 1 month.

22) To what extent do you think WPM helps in harmonious industrial relations in the organization?

a) To some extent    b) To a larger extent    c) Doesn't help at all

	No of workers	Percentage (%)
Option A	22	44
Option B	20	40
Option C	8	16



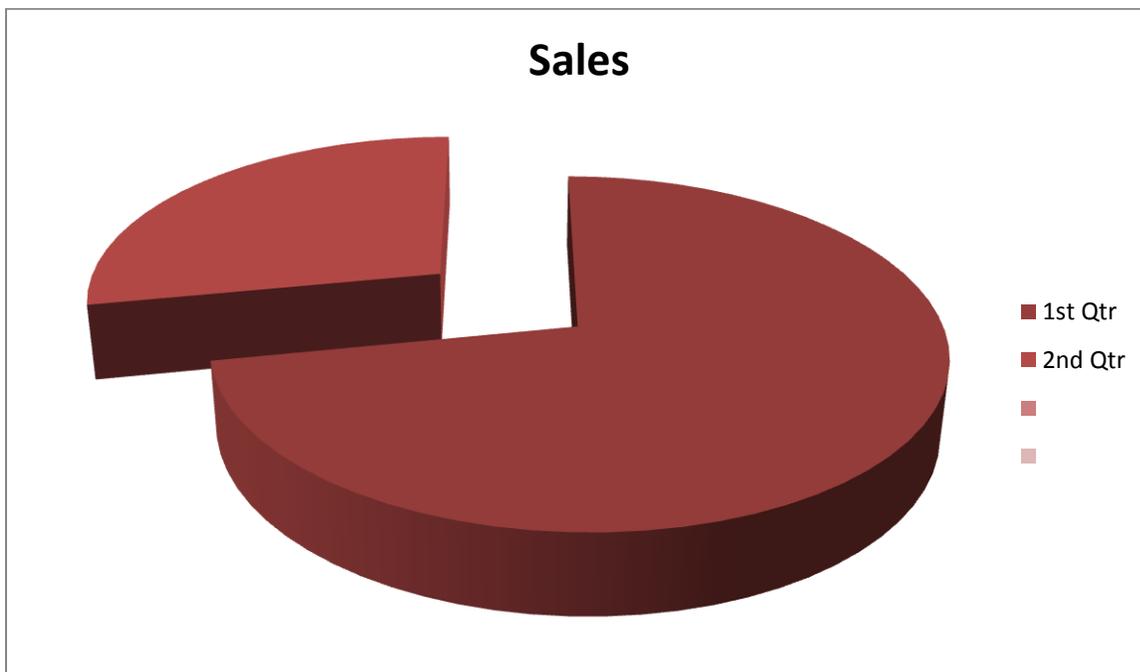
In Hindustan Shipyard Limited 48% of the respondents think that WPM helps in harmonious industrial relations to some extent. 40% of the respondents think WPM helps in harmonious industrial relations to a larger extent and 16% of the respondents think that WPM does not help at all.

23) Are you satisfied with the present Grievance Handling Machinery in HSL?

a) Yes

b) No

	No of workers	Percentage (%)
Yes	32	64
No	18	26

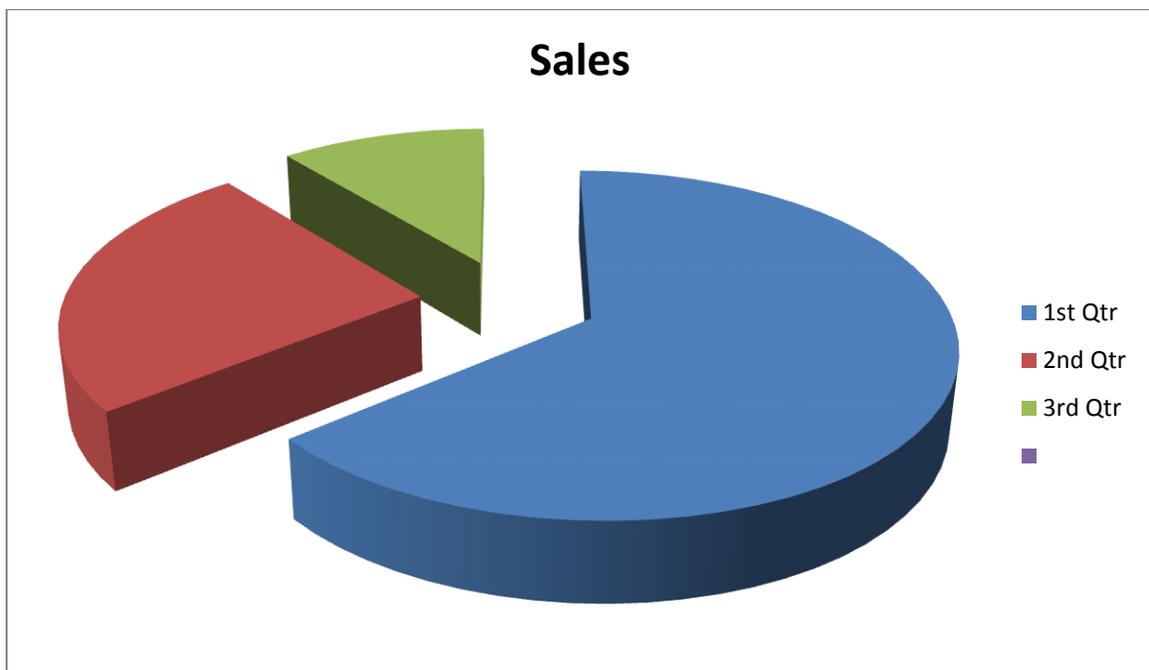


In Hindustan Shipyard Limited 56% of the respondents are satisfied with the present grievance handling machinery in HSL and 44% respondents are not satisfied with the present grievance handling machinery in HSL.

24) What system is followed to solve grievances in HSL?

a) Step Ladder System b) Open Door Policy c) Any other method

	No of workers	Percentage (%)
Option A	10	20
Option B	18	36
Option C	22	44



In Hindustan Shipyard Limited 20% respondents agree that step ladder system is followed to solve grievance in HSL, 36% respondents agree that Open door policy is followed in HSL and 44% agree that other methods are followed to solve grievance in HSL.

**HINDUSTAN SHIPYARD LIMITED: VISAKHAPATNAM**

**QUESTIONNAIRE**

**TOPIC: WORKER'S PARTICIPATION IN MANAGEMENT**

Dear Respondent

As a part of MBA project, I V.K.MAHALAKSHMI conducting survey on "WORKERS PARTICIPATION IN MANAGEMENT" at HSL. You are here by requested to cooperate by answering the following questionnaire. I assure you that the following information will be used for study purpose only. This Questionnaire is intended to elicit the views of the employees and workers with reference to workers participative forums in Hindustan Shipyard Limited. The information you provide will be used for academic purpose and is kept confidential. So kindly extend your cooperation to know your opinion on the Workers Participation in your Organization.

**PART-A**

**1. Name :**

**2. Designation:**

**3. Experience:**

**4. Designation:**

**5. Educational Qualification:**

>Post Graduate > Graduate > Below Graduate

## PART B

1. What level of the workers participation in management?
  - a) Yes
  - b) No
  
2. What do you understand by workers participation in management?
  - a. It is a scheme to bring about close association between labor management and industrial peace.
  - b. Workers representation in management forums such as canteen committee, shop floor council and Joint management council etc,.
  - c. It is an effective tool to express the views of workers in the decision making process of the management.
  
3. How many forums do you know under this list?
  - a) Shop Floor Council
  - b) Canteen Committee
  - c) Safety Committee
  - d) Joint Management Council
  - e) All the above
  
4. Do you know any Committee other than the above committees?
  - a) Yes
  - b) No
  
5. How do you feel about the quality circles concept in HSL?
  - a) Yes
  - b) No
  
6. Do you like to accept the Quality Circle Concepts in HSL?

a) Yes

b) No

7. In your opinion the canteen maintenance in HSL is?

a) Very Good    b) Good    c) Bad

8. How do feel safety committee in HSL?

a) Yes

b) No

9. At any time were you a member of the above given Committee?

a) Yes

b) No

10. What is your Opinion on accepting union representation as a member in Board of Directors?

a) Yes

b) No

11. Do you think union should invite better suggestions for effective functions of WPM?

a) Yes

b) No

12. How far the composition of participative committee acceptable by the workers?

a) Yes

b) No

13. How do you feel about the working of JMC's?

a) Yes

b) No

14. What types of issues are mainly discussed in the Shop floor Meetings?

a) Production activities (i.e., Targets set Vs Targets achieved).

b) Facilities viz., Welfare, Safety.

c) General problems which they are facing in day to day work life.

15. Do you think about the suggestions given by the workers to avoid bottle neck problems?

a) Yes

b) No

16 Do you think production and productivity increase by implementing WPM?

a) Yes

b) No

17. Canteen Management Committee is taking care of quality of food cleanliness of canteen?

a) Yes

b) No

18 WPM provides a better understanding to employees about their role and place in the process of attainment of organization goals?

a) Yes

b) No

19. WPM has great potentiality and promise?

a) Yes

b) No

20. How do you feel about Grievance Committee in HSL?

a) Yes

b) No

21. Are you satisfied with the present Grievance Handling Machinery in HSL?

a) Yes

b) No

22. How much time is taken to handle grievances in HSL?

a) 1 WEEK b) 10 DAYS c) 15 DAYS d) 1 MONTH

23. What system is followed to solve grievances in HSL?

a) Step Ladder System b) Open Door Policy c) Any other method

24. To what extent do you think WPM helps in harmonious industrial relations in the organization?

a) To some extent b) To a larger extent c) Doesn't help at all

25. Would you please suggest any improvement measures for effective functioning of WPM?

# CHAPTER 1

## CHAPTER 2

## CHAPTER 3

# CHAPTER 4

# CHAPTER 5

# BIBLIOGRAPHY

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Magazines

Reports and Articles

## HINDUSTAN SHIPYARD LIMITED: VISAKHAPATNAM

YARD TOP:



