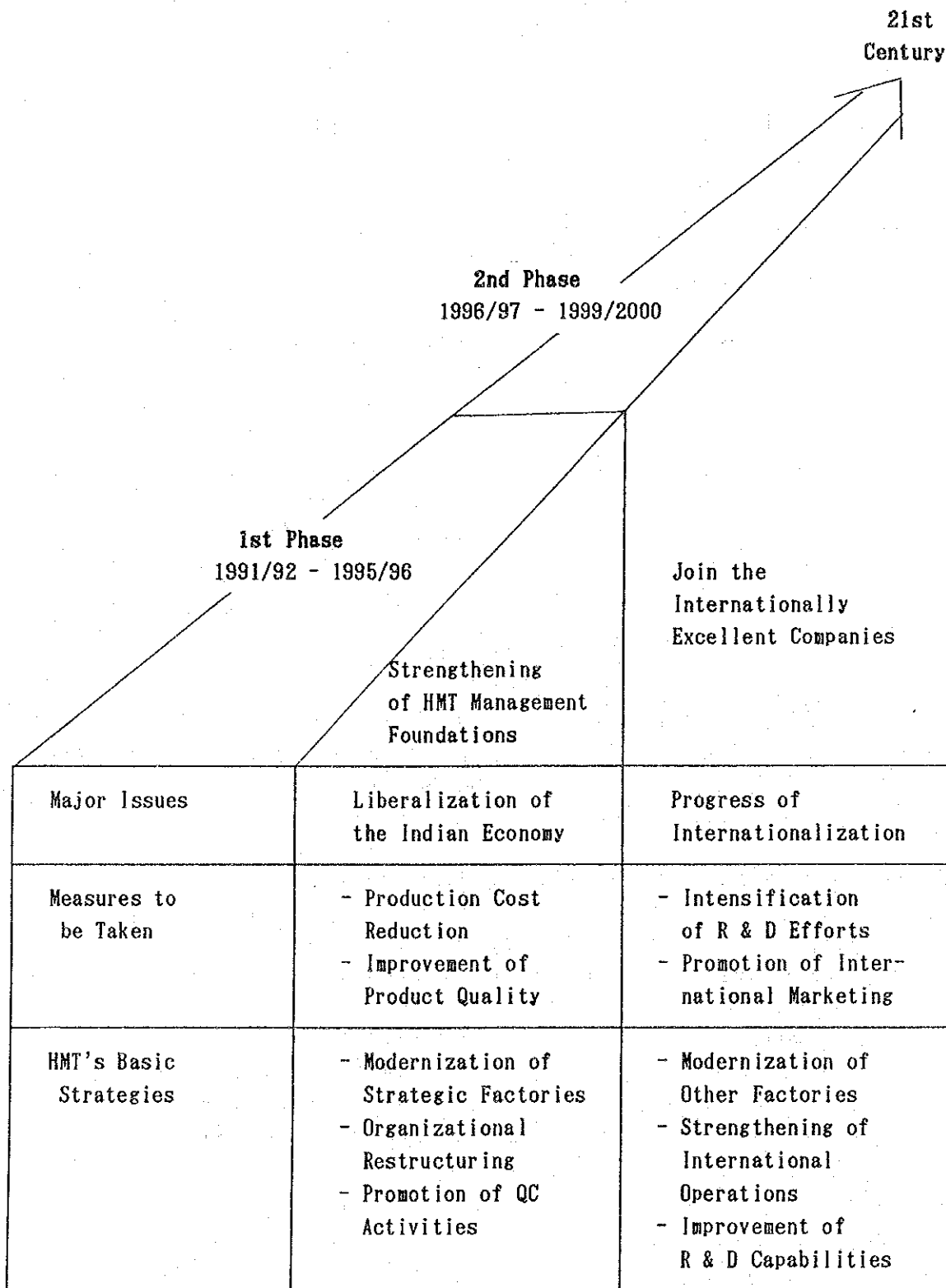


The relationship between development stages and the basic strategies emphasized are shown in Fig. VII-4-5.

Fig. VII-4-5. HMT Development Strategies by Phases



C. Unit-base Strategies

1. Machine Tools

(a) Growth Target

	1990/91	1996/97	1999/2000
Sales Turnover (Rs. million)	3,139	7,350	11,500
Production Share	33%	54%	55%
Annual Growth Rate	17% (85-90)	15% (90-96)	16% (96-99)

(b) Basic Strategy

The objective of the machine tool business is as follows:

To maintain HMT's position as the leader in the machine tools industry in India by supplying high-technology products and enhancing its market share.

In order to achieve the objective, the following strategies should be adopted:

- To increase the production share of CNC machines to 60% by 1999/2000 by steps, in accordance with the shift of market demand;
- To integrate and reduce the number of GPM models in line with the introduction of new CNC models;
- To strengthen the competitiveness both in price and quality through the modernization of production facilities and processes;

- To acquire high-level technologies, especially in such high-tech products as CNC machines, FMC or FMS through technical collaborations;
- To merge the present operations of Pragatools, which is currently one of the subsidiaries of HMT, into those of the machine tool business group of HMT.

(c) Necessary Measures by Function

i. Product Mix

- To rationalize (eliminate and integrate) the existing models and reinforce CNC models;
- To increase the CNC ratio to 40% in 1994/95 and to 60% in 1999/2000;
- To re-allocate products to units according to the product restructuring plan.

The following restructuring and re-allocation of products among units would be proposed for the long-term plan - a concept.

Unit	Production Items		Positioning of Unit
	CNC	GPM	
MTB	Large machining centers, FMS, FMC, Ancillary Equipment	Radial drilling machine RM series Gear cutting, etc.	Center of technologies
MTP	Machining centers, CNC milling machines	Milling machine FN series, etc.	Specialize in MCs and CNC milling machines
MTK	CNC turning lathe	Turning lathe NH series	Specialize in CNC lathes
MTH	Large machining center, FTL, CNC Plano millers, Auxillary Equipment	SPMs, All types of horizontal boring machines, etc.	Specialize in large machines and SPMs
MTA	CNC cylindrical grinder	Grinders (including tool and centreless)	Specialize in grinders
HMB	Precision Machine Tools	Automate precision press, etc.	Specialize in precision machine tools

ii. Marketing

- To make marketing activities more flexible to the market forces;
- To capture as high a market share as possible for strategic products like CNC machines.

In order to achieve the above, the following should be carried out:

- To secure quicker and more firm deliveries;
- To make pricing more flexible;

- To give sales personnel more authority in negotiations;
- To reinforce the market monitoring system in order to identify customer needs and find potential customers; and
- To examine the use of authorized dealers in order to establish more economical sales activities.

iii. R & D

- To promote R&D in basic CNC systems technology;
- To promote the design development of CNC machine tools;
- To establish a central technology research institute for the study of CNC technologies;
- To utilize large-scale computers for the modernization of design and for the management of information on technologies.

iv. Production

- To modernize production technologies;
- To renovate existing production facilities of the Machine Tool unit, Bangalore (MTB) as a strategic factory for modernization;
- To renovate all other factories based on MTB modernization experience by the target year of 1999/2000.
- To set up large-scale computers for production control.

v. Others

- To hold periodic general managers meetings' for inter-unit communication and information exchange, especially in technical areas.

(d) Major Investment Plans

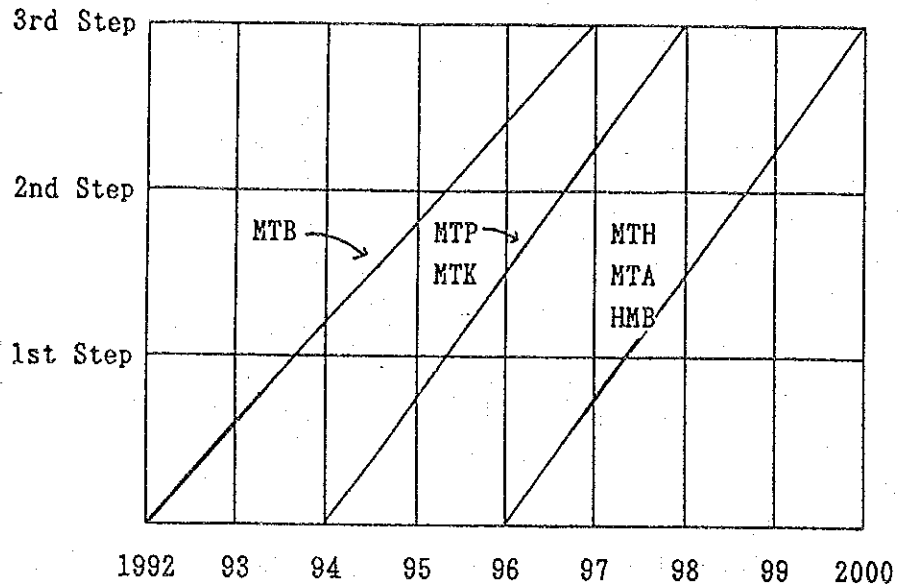
i. Plant modernization

The following modernization plans should be implemented in phases and completed by the target year of 1999/2000.

Unit	Purpose	Content of Investment	Size of Investment*	Expected Effects
MTB	Technological foundation for the System Construction	First step of investment plan -Facility for stand-alone CNC machines	100	-Cost reduction -Development of software
MTP	Manufacturing facility of MCs and milling machines	-Existing three GPSs -One new CNC machine	40	-Expansion of production -Cost reduction
MTK	Manufacturing facility of TCs and lathes	Second step of investment plan -Facility of FMC -Existing 8 - 12 GPMs -One FMC	65	-Expansion of production -Cost reduction
MTH	Manufacturing facility of large-size machines and SPMs	Third step of investment plan -Establishment of FMS -Existing 25 - 50 GPMs -One FMS	40	-Flexible use of facility -Cost reduction
MTA	Manufacturing facility of grinder		30	-Cost reduction
HMB	Manufacturing facility of Precision Machines		15	Technology in Precision Machining

* Investment size is shown as an index amount assuming that the size of investment in MTB is 100.

The tentatively proposed implementation schedule of the above plant modernization is roughly shown in the following figure:



ii. Establishment of the Central Technology Research Institute

Location

Bangalore

Purpose of Establishment

To integrate R&D activities into one location and promote R&D in CNC technologies with concerted effort.

Major Activities

- To develop the basic design of CNC lathes and machining centers;
- To consolidate the ideas of FMC and FMS and develop the software for FMC and FMS;
- To develop auxiliary equipment for FA;

- To develop the software for FTL, the module machine of FTL, and head index machine;
- To prepare the development of CIM based on a large-scale computer; and
- To actively collect overseas information on technologies.

iii. Establishment of Computer Center

Location

Bangalore

Purpose of Establishment

To gather the information from all units and enable them to use that information on a realtime basis.

Steps of Establishment

Step 1: Each unit will develop individually the production control system and the software for CAD/CAM.

Step 2: A computer center with a large-capacity computer will be set up and the software for of FMS will be gathered here from all units.

2. Industrial Machinery

(a) Growth Targets

	1990/91	1996/97	1999/2000
Total Sales Turnover (Rs. million)	423	3,690	8,070
- Printing Mach.	127	590	1,230
- Dairy Mach.	35	110	250
- Die Cast./Plastic M.	85	380	670
- Press Mach.	175	600	1,100
- Other New Areas	0	2,010	4,820
Annual Growth Rate	-	43%	30%
	(85-90)	(90-96)	(96-99)

(b) Basic Strategy

1. Because most of the units in the group are in the incubation stage in HMT, every effort should be made to explore their potential to the fullest extent and try to make each of them an autonomous major business group in HMT.
2. Each unit should be a core entity to achieve the future business diversification of HMT.
3. Each unit is required to examine the market trends constantly to try to flexibly adjust its product range accordingly.
4. Each unit should constitute a core group of HMT for strategic alliances with foreign manufacturers who have established technologies and marketing capabilities in the areas of HMT's business expansion.

(c) Major Actions to be Taken

i. Printing Machinery

- With the growing market demand, HMT should achieve the position of the leading printing machinery manufacturer in India by both expanding its production capacity and developing new products which would be needed in the market.
- To expand and modernize the existing production facilities as soon as possible in order to achieving the above.
- To introduce the world's advanced technology for both the modernization of production facilities and the new product development of 4-color offset printing machines.
- To establish its distribution network in India.
- Based on the close examination of the market demand in India, to diversify its product range into web offset printing machines or others, for which capital and technical tie-ups with the world's leading companies would become essential.
- To explore the export potential in international markets.

ii. Dairy Machinery

- Compared with its competitor, HMT has a narrow range of products. The existing product line should be widened.
- Product diversification into areas such as food processing or food packaging machinery should be aggressively promoted, for which capital and technical tie-ups with the world's leading manufacturers in each area would be recommended.
- In order to make the future direction of diversification clear, the unit should be renamed the Food Proc-

essing Machinery Unit.

- The direction of diversification would mainly be in the area of plant engineering of the food processing industry, in which HMT would have the advantage of being backed by its other engineering units.

iii. Die Casting and Plastic Machinery

- Because the future expansion potential is limited in die casting machines, the operation of die casting machine manufacturing should be concentrated in the machine tool group.
- In plastic machinery, HMT needs further state-of-the-art technology through capital or technical tie-ups with leading manufacturers of the world.
- In plastic machinery, HMT should develop new product lines such as extrusion machines, processing machines for pipes and films or blow molding machines, for which capital and technical tie-ups with foreign manufacturers should be obtained.

iv. Press Machinery

- The production facilities should be expanded and upgraded so that HMT could increase market competitiveness in the heavy plant engineering field.
- For the above, the product range of HMT should be further widened, and the design capability upgraded.
- In line with the above, technical tie-ups or Joint Working Arrangements (JWA) with leading manufacturers of the world should be entered into.

(d) Major Investment Projects

Because many of the units have been required to diversify their product range or to explore new business opportunities, a large amount of new investments would be needed. However, at this stage, the contents of these investments cannot not be precisely defined.

Some of the investment projects which are presently linked to the existing lines of business are as follows:

- i. Expansion and modernization of the printing machinery factory
- ii. Expansion and modernization of the press machine factory
- iii. Modernization of the plastic machinery factory

3. Watches

(a) Growth Target

(Unit: 1,000 pcs.)

	1995/96	1999/2000
Annual Sale		
Mechanical Watches	5,900	5,500
(Hand Wound)	(4,400)	(4,000)
(Auto Wound)	(1,500)	(1,500)
Quartz Watches	6,500	12,000
(Analog)	(4,500)	(9,000)
(Digital)	(2,000)	(3,000)
[TOTAL]	[12,400]	[17,500]
HMT's Share	25%	25%

(b) Basic Strategies

1. To secure leadership in the field of quartz watches, which are considered to be the main products in the future, and to establish its status as a top watch manufacturer in India.
2. To open up the era of full-scale export of industrial goods from India by cultivating the watch export market in the international scene.

Dividing the decade of the 1990's into two periods, the objectives in each period would be as follows:

Phase 1: Recovery of competitiveness and leadership in quartz watches and participation in the international market.

Phase 2: Reinforcement of HMT's status as a top watch manufacturer and enlargement of its status as a leading watch supplier to the international market.

Basic strategies in each period are as follows:

Phase 1: Recovery of competitiveness and assumption leadership in quartz watches and participation into the international market.

- (1) To enhance quartz watches production capacity
- (2) To improve design and quality
- (3) To reduce manufacturing costs by streamlining production facilities and improving productivity
- (4) To reorganize the sales network for more effective performance
- (5) To set up a 100% Export Oriented Unit (EOU) and open up an overseas sales network

Phase 2: Reinforcement of HMT's status as a top watch manufacturer and enlargement of its status as a leading watch supplier to the international market

- (1) To continue reinforcement and renewal of production facilities, including the 100% EOU.
- (2) To strengthen market research ability including consumer trends.
- (3) To build up more effective product development capabilities.
- (4) To set up a overseas product distribution system including overseas product depts.

(c) Necessary Measures by Function

i. Product Mix

- Phase 1:
- To produce more fashionably designed quartz watches.
 - To reinforce the product range by getting into the fields of high-value watches and quartz digital watches.
- Phase 2:
- To widen the product range especially in high and medium class watches
 - To increase the products which meet the consumers' needs in the international market.

ii. Marketing

- Phase 1:
- To reorganize the domestic sales network in order to strengthen HMT's control over retailers.
 - To simplify the distribution channels for products, and spares parts.
 - To best allocate and distribute products by introducing POS.
 - To reinforce the direct approach to end-users by utilizing mass media.
 - To establish a more flexible pricing policy.
- Phase 2:
- To adopt a joint marketing policy, based on joint market research, with other consumer good, such as apparel, to anticipate and create consumer needs and new trends.
 - To reinforce the overseas sales channels by optimizing overseas product distribution.

iii. R&D

- To improve design capability.
- To develop designs which meet consumers' preference.
- To reduce the product development lead-time by introducing CAD.
- To improve package design.

iv. Production

- To establish a flexible manufacturing system suitable for keeping with up the changing market trends.
- To reduce manufacturing costs considerably by automation of production facilities, productivity improvement activities, etc.
- To improve quality control and also strictly control price negotiations with outside suppliers.
- To improve product surface finishing such as plating, surface grinding, etc., while establishing and implementing preventive methods to prevent surface scratches/cuts on final products.
- To monitor the committed deliveries carefully.

4. Tractors

(a) Growth Targets

	1990/91	1996/97	1999/2000
Annual Sales (Rs. million)	1,886	5,330	9,250
Market Share	12.5%	16%	20%
Average Annual Growth of Sales	15% (1985-90)	19% (1990-96)	20% (1996-99)

(b) Basic Strategies

1. To recover and further expand its market share through the modernization and expansion of its production and marketing facilities.
2. To improve the quality of products through the development of fuel efficient engines, the improvement of operational functions and the increase of running speed.
3. To proceed with the development of new products, which would supplement the sales of tractors, such as engines or attachments.

The plan period up to 1999/2000 is divided into the following three phases.

Phase 1 (1991/92 to 1992/93) : Planning
Phase 2 (1993/94 to 1996/97) : Implementation Step 1
Phase 3 (1997/98 to 1999/2000) : Implementation Step 2

Action programs to be taken for each period are as follows:

Phase 1 : (1) To understand the present position of HMT and to have all employees be aware of it.

(2) To start with easier improvements such as 5-S activities.

(3) To review the existing corporate plan, and make necessary adjustments.

Phase 2 : (1) To expand the dealership network.

(2) To initiate R&D activities, aiming at international competitiveness.

(3) To modernize the factory.

(4) To begin exports.

(5) To seek an optimum product mix.

Phase 3 : (1) To achieve an international level of quality.

(2) To increase the export ratio of products.

(3) To introduce new, profitable products besides tractors.

(c) Necessary Measures by Function

i. Product Mix

- To widen the assortment of tractors (Higher horse power tractors more than 60 HP and lower horse power tractors less than 25 HP to be made available).

- To increase the added-value of existing tractors with further features.

- To expand production of engines for applications other than tractors such as for generator, pump and industrial use.

- To develop potential products which would meet the needs of the international market.

ii. Marketing

- To establish a more intensive sales network by setting up new dealers.

- To strengthen the after-sales service function of the present dealers.
- To establish better communication among dealers, marketing staff and production staff.
- To expand marketing facilities including regional/area offices and dealership net-works.
- To adopt a more flexible policy on sales incentives to motivate company/dealers' sales force.
- To improve the quality of existing products first, before the development of new products.
- To develop tractors with faster speed and better fuel efficiency.
- To conduct R&D activities from an ergonomic point of view.
- To develop synchromesh gears, 4-wheel drive tractors and cabins.
- To introduce advanced foreign technology as necessary.

iii. Production

- To begin the improvement in productivity with 5-S activities.
- To expand the present production capacity.
- To introduce CAD/CAM systems.
- To modernize the assembly shop and machining shops focusing on conveyors and transfer lines.

(d) Major Investment Plans

The following investment plans are envisaged.

i. Objects of the investment:

- To increase production capacity
- To improve quality
- To streamline production lines
- To ease tool changes
- To improve design flexibility by adopting FMS

ii. Shops necessary for modernization of facilities:

- Foundry, Spindle-gear-small components machining, Heat treatment shop, Engine case machining, Press, Painting, Assembly and testing area renovations, Ancillary, and Material handling system.

5. Lamps

(a) Growth Targets

	1990/91	1996/97	1999/2000
Annual Sales (Rs. million)	237	996	1,220
Market Share	3.6%	7.2%	9.2%
Average Annual Growth of Sales	13% (1985-90)	27% (1990-96)	7% (1996-99)

(b) Basic Strategies

1. To rationalize the production processes with the aim to change the present business structure of this loss-making unit.
2. To change the present product mix putting higher emphasis on FTL, the market of which is expected to grow faster.
3. To tie up with a company which has both advanced technology and a strong brand name in the market with the aim for HMT to survive as one of the major suppliers of lamps in India.

(c) Necessary Measures

- i. Measures to rationalize production processes and increase profitability
 - To rationalize the production system of GLS either by integrating the present 6 assembly lines of GLS into 3 or a smaller number of lines, or by sub-contracting the assembly operations.
 - To fully modernize the assembly line of FTL by introducing the most advanced technology through a tie-up with a world leading lamp manufacturer.

- To successfully introduce such new products as "Power Savers" or compact FTL into the domestic market.

ii. Measures to increase the market share

- To put emphasis on the production of FTL rather than GLS since the current product mix of HMT is heavily dependent on the latter while the higher market growth is expected in the former.
- To introduce such new products as "Power Savers" or compact FTL into the market carefully after a thorough examination of product quality and market needs, avoiding the damage of lowering the company image in the market by a too hasty sales promotion.
- To expand its sales network first into the western part, then the eastern part and last the northern part of India.

iii. Measures for HMT to survive as one of the major lamp suppliers in India

- To increase the domestic market share up to a level of nearly 10%.
- To establish a strong tie-up with a manufacturer which has strong financial capability, advanced manufacturing technology and prominent brand names in the market, because the current capability of HMT is not sufficient for the achievement of the above market share both in capital and technology.

(d) Major Investment Plans

- i. The rationalization and rehabilitation of current GLS production lines
- ii. The complete renovation of the FTL production line
- iii. The introduction of new production facilities to manufacture new products.

6. Foundry

(a) Growth Target

	1990/91	1996/97	1999/2000
Production (Ton/Month)	975	1,550	2,150
Annual Growth Rate	-	8.0%	12.0%
	(85-90)	(90-96)	(96-99)
Outside Sales(Ton/Month)	0	150	450
Outside Sales Share	0	10%	20%

(b) Basic Strategy

The target of the casting business in HMT is as follows;

To change the organization of foundry plants each of which is currently a part of the machine tool unit, to an independent business unit, to increase the production capacity by modernizing both production facilities and processes, and to expand casting product sales to outside users including those in the overseas markets.

The plan period upto 1999/2000 is divided into the following two phases.

Phase 1: To consolidate the foundation of business in the domestic market

Phase 2: To exploit the potential in overseas markets

Actions to be taken for these periods are as follows:

Phase 1:

To supply sufficient castings of required quality to HMT business groups

To start the production of medium-quality castings to outside users

Phase 2:

To open up overseas markets.
castings for overseas users as well as domestic users.

(c) Necessary Measures

- To integrate all of the foundry plants into an independent business unit.
- To establish a marketing section in the above unit in order to start outside sales.

(d) Major Investment Plans

- i. Establishment of a model foundry plant at Bangalore
 - To establish a model plant which has advanced facilities and technologies in Bangalore.
- ii. The modernization and expansion of the foundry plant at Pinjore
 - The foundry plant at Pinjore which produces cylinder engine blocks for tractors with continuous processing technology should be expanded and modernized in order to meet the growing demand from the tractor factory.
- iii. The modernization of other foundry plants
 - Based on the technology accumulated in the model plant at Bangalore, other foundry plants of HMT should also be modernized.

7. Bearings

(a) Growth Targets

(UNIT: 10,000pcs.)

	1990/91 (HMT Share)	1996/97 (HMT Share)	1999/2000 (HMT Share)
Ball Bearings	130 (1.9%)	333 (2.5%)	740 (4.0%)
Tapered R. Bearings	72 (6.9%)	175 (8.1%)	90 (9.1%)
Cylind. R. Bearings	27 (22.5%)	65 (23.2%)	100 (25.0%)
Total	229 (2.3%)	570 (3.7%)	1,130 (5.1%)

2. Basic Strategies

Basic strategies proposed are as follows:

1. In order to compete in the very competitive markets, product competitiveness should be strengthened both in quality and price through rationalization of production processes.
2. Because competition in tapered roller bearings which have been the major source of profits in HMT would become harder, more emphasis should be put on securing the present OEM contracts and developing a replacement market.
3. To penetrate into the large and growing markets of small-size ball bearings, entering into a strong capital and technical tie-up with a world leading manufacturer, having advanced technology and prominent brand names, is essential.

(c) Necessary Measures by Function

i. Product Mix

- To increase production for the OEM market by the establishment of more flexible manufacturing systems which could meet the demand for large varieties of small volumes of products.
- To produce more ball bearings to obtain higher market share under the capital and technical tie-up with a world leading company.

ii. Production

- To rationalize the existing facilities with the aim to strengthen the competitiveness both in quality and price.
- To establish a new mass-production plant which would produce small-size, general purpose ball bearings.

iii. Marketing

- To increase sales to the after (replacement) markets.

(d) Major Investment Plans

- i. Investment in the rationalization of existing manufacturing facilities.
- ii. New plant establishment under the capital and technical tie-up with a world leading manufacturer.



Appendix I. Members of JICA Study Team

Name	Specialty
Takashi NOBEHARA	Team Leader/Corporate Strategy
Yoichi MATSUI	Marketing Strategy
Hideo KATO	Organizational Restructuring
Tatsuro BANDO	Management Renovation
Yasushi FUKUDA	Productivity Improvement
Isamu OHARA	Productivity Improvement
Takeshi IMAI	Management Information System
Masahiko WATANABE	Corporate Finance
Kazuo MISHIMA	Economic/Financial Analysis
Koji CHIKARAISHI	Deputy Leader/Investment Plan
Toshio SHIINA	Machine Tool
Jingo ISOBE	Press
Shingo OWA	Tractor
Takao KITAYAMA	Casting and Forging
Sakuya YAGI	Casting and Forging
Akira INAGAKI	Printing Machinery

Appendix II. Results of Diagnostic Study

Notes on questionnaire of diagnostic study.

1. Definition of Department

Title	Function	Title	Function
Marketing & Sales	Marketing Sales Service Regional Office Corp. Planning	Purchase & Store	Purchase Material Subcon. Store Inspection
Personnel	Personnel HRD Administration Secretary, Management Support	Production	Production
		Project	Project
		Management	Unit GM
Finance	Finance		

2. Definition of Unit

MTD — Machine Tool Directorate (Including Marketing)
 W D — Watch Directorate (")

3. Definition of Location

Bangalore — excluding CHO , HMT(I) including MTD , WD
 Hyderabad — including BLH , LHM excluding Praga

4. Definition of Performance

PROFITABLE — WD , CSB , MTP , PRH , CNC , HMB , DCB , WFB ,
 WFT , TRP , BLH
 UN-PROFITABLE — MTD , R&D , MTB , MTH , MTK , PMK , MTA , WFR ,
 DMU , LMH , HMT(I)
 (excluding CHO)

5. Definition of Business

CHO — CHO , CSB
MT BG — MTD , R&D , MTB , MTP , MTH , MTK , MTA , PRH , PMK , CNC ,
HMB , DCB
W BG — WD , WFB , WFT , WFR

6. Definition of Answers

SA — Strongly Agree
A — Agree
NS — Not Sure
DA — Disagree
SA — Strongly Disagree
MEAN — Mean of scores evaluating the answers according to the
following scale.
SA — 2 points A — 1 point
NS — 0 point DA — -1 point
SD — -2 points

upper answer in a cell — number of answers
lower answer in a cell — %

7. Method of Analysis

by Department
by PS Grade
by Unit
by Location
by Performance
by Business

Summary of Diagnostic Study

1. Answers Concerning Profit Center

HMT's products and process are not fully in tune with changing customer needs.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	15 5.9	130 51.4	5 2.0	97 38.3	6 2.4	-	0.2
DEPT.....MARKETING & SALES	50	4 8.0	29 58.0	-	15 30.0	2 4.0	-	0.4
.....PERSONNEL	24	-	14 58.3	1 4.2	9 37.5	-	-	0.2
.....FINANCE	18	5 2.8	9 38.9	5 2.8	4 22.2	-	-	0
.....ENGINEERING	60	4 6.7	30 50.0	1 1.7	24 40.0	1 1.7	-	0.2
.....PRODUCTION	46	3 6.5	18 39.1	-	24 52.2	1 2.2	-	-0.0
.....PURCHASE & STORE	13	-	3 23.1	2 15.4	6 46.2	2 15.4	-	-0.5
.....PROJECT	12	2 16.7	9 75.0	-	1 8.3	-	-	1.0
.....MANAGEMENT	12	1 8.3	7 58.3	-	4 33.3	-	-	0.4
.....OTHERS	-	-	-	-	-	-	-	-
N A	18	-	13 72.2	-	5 27.8	-	-	0.4

We in different units should participate in joint development of products more often.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	90 35.7	129 51.2	4 1.6	25 9.9	4 1.6	1 0.4	1.1
DEPT.....MARKETING & SALES	50	20 40.0	25 50.0	-	5 10.0	-	-	1.2
.....PERSONNEL	24	11 45.8	12 50.0	-	1 4.2	-	-	1.4
.....FINANCE	18	7 38.9	10 55.6	1 5.6	-	-	-	1.3
.....ENGINEERING	60	23 39.0	26 44.1	1 1.7	8 13.6	1 1.7	1 1.7	1.1
.....PRODUCTION	46	9 19.6	32 69.6	-	3 6.5	2 4.3	-	0.9
.....PURCHASE & STORE	13	8 61.5	4 30.8	-	1 7.7	-	-	1.5
.....PROJECT	12	6 50.0	4 33.3	-	2 16.7	-	-	1.2
.....MANAGEMENT	12	2 16.7	8 66.7	1 8.3	1 8.3	-	-	0.9
.....OTHERS	-	-	-	-	-	-	-	-
N A	18	4 22.2	8 44.4	1 5.6	4 22.2	1 5.6	-	0.6

1. Answers Concerning Profit Center

The initiative of new product development should be taken more strongly by the marketing division because they know the trends of customer needs.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	126 50.2	110 43.8	4 1.6	10 4.0	1 0.4	2 0.8	1.4
DEPT.....MARKETING & SALES	50	35 70.0	15 30.0	-	-	-	-	1.7
PERSONNEL	24	12 52.2	10 43.5	-	1 4.3	-	1 4.2	1.4
FINANCE	18	6 33.3	11 61.1	1 5.6	-	-	-	1.3
ENGINEERING	60	32 53.3	25 41.7	-	3 5.0	-	-	1.4
PRODUCTION	46	16 35.6	25 55.6	-	3 6.7	1 2.2	1 2.2	1.2
PURCHASE & STORE	13	6 46.2	5 38.5	1 7.7	1 7.7	-	-	1.2
PROJECT	12	5 41.7	5 41.7	-	2 16.7	-	-	1.1
MANAGEMENT	12	6 50.0	5 41.7	1 8.3	-	-	-	1.4
OTHERS	-	-	-	-	-	-	-	-
N A	18	8 44.4	9 50.0	1 5.6	-	-	-	1.4

The domestic competitor companies are more aggressive than HMT in product development, sales promotion or after sales service activities.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	41 16.2	110 43.5	15 5.9	80 31.6	7 2.8	-	0.4
DEPT.....MARKETING & SALES	50	7 14.0	23 46.0	4 8.0	14 28.0	2 4.0	-	0.4
PERSONNEL	24	10 41.7	7 29.2	-	7 29.2	-	-	0.6
FINANCE	18	1 5.6	13 72.2	1 5.6	3 16.7	-	-	0.7
ENGINEERING	60	9 15.0	25 41.7	5 8.3	21 35.0	-	-	0.4
PRODUCTION	46	4 8.7	24 52.2	1 2.2	14 30.4	3 6.5	-	0.3
PURCHASE & STORE	13	4 30.8	1 7.7	-	8 61.5	-	-	0.1
PROJECT	12	2 16.7	4 33.3	3 25.0	2 16.7	1 8.3	-	0.3
MANAGEMENT	12	2 16.7	7 58.3	-	2 16.7	1 8.3	-	0.6
OTHERS	-	-	-	-	-	-	-	-
N A	18	2 11.1	6 33.3	1 5.6	9 50.0	-	-	0.1

1. Answers Concerning Profit Center

The lack of interpersonal and inter-departmental cooperation limits the effective management of HMT.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	41 16.3	134 53.2	13 5.2	57 22.6	7 2.8	1 0.4	0.6
DEPT.....MARKETING & SALES	50	9 18.0	30 60.0	3 6.0	6 12.0	2 4.0	-	0.8
PERSONNEL	24	9 39.1	5 21.7	1 4.3	8 34.8	-	1 4.2	0.7
FINANCE	18	-	13 72.2	1 5.6	4 22.2	-	-	0.5
ENGINEERING	60	11 18.3	31 51.7	1 1.7	16 26.7	1 1.7	-	0.6
PRODUCTION	46	4 8.7	25 54.3	3 6.5	12 26.1	2 4.3	-	0.4
PURCHASE & STORE	13	1 7.7	8 61.5	1 7.7	2 15.4	1 7.7	-	0.5
PROJECT	12	3 25.0	4 33.3	1 8.3	4 33.3	-	-	0.5
MANAGEMENT	12	2 16.7	6 50.0	2 16.7	1 8.3	1 8.3	-	0.6
OTHERS	-	-	-	-	-	-	-	-
N A	18	2 11.1	12 66.7	-	4 22.2	-	-	0.7

HMT is not very sensitive to market needs and does not take the customer's satisfaction into account in all its dealings.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	29 11.5	126 49.8	11 4.3	83 32.8	4 1.6	-	0.4
DEPT.....MARKETING & SALES	50	13 26.0	22 44.0	2 4.0	12 24.0	1 2.0	-	0.7
PERSONNEL	24	1 4.2	17 70.8	1 4.2	5 20.8	-	-	0.6
FINANCE	18	1 5.6	9 50.0	1 5.6	7 38.9	-	-	0.2
ENGINEERING	60	6 10.0	30 50.0	1 1.7	22 36.7	1 1.7	-	0.3
PRODUCTION	46	4 8.7	19 41.3	4 8.7	19 41.3	-	-	0.2
PURCHASE & STORE	13	1 7.7	4 30.8	1 7.7	6 46.2	1 7.7	-	-0.2
PROJECT	12	1 8.3	9 75.0	-	2 16.7	-	-	0.8
MANAGEMENT	12	1 8.3	8 66.7	-	2 16.7	1 8.3	-	0.5
OTHERS	-	-	-	-	-	-	-	-
N A	18	1 5.6	8 44.4	1 5.6	8 44.4	-	-	0.1

1. Answers Concerning Profit Center

HMT does not give me enough autonomy to do my job effectively.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	16 6.3	92 36.5	12 4.8	120 47.6	17 4.8	1 0.4	-0.1
DEPT.....MARKETING & SALES	50	6 12.2	24 49.0	2 4.1	16 32.7	1 2.0	1 2.0	0.4
.....PERSONNEL	24	2 8.3	9 37.5	-	12 50.0	1 4.2	-	-0.0
.....FINANCE	18	-	-	5 5.6	16 89.9	1 5.6	-	-1.0
.....ENGINEERING	60	5 8.3	20 33.3	3 5.0	29 48.3	3 5.0	-	-0.1
.....PRODUCTION	46	1 2.2	17 37.0	1 2.2	24 52.2	3 6.5	-	-0.2
.....PURCHASE & STORE	13	-	6 46.2	-	6 46.2	1 7.7	-	-0.2
.....PROJECT	12	1 8.3	6 50.0	-	5 41.7	-	-	0.3
.....MANAGEMENT	12	1 8.3	1 8.3	2 16.7	6 50.0	2 16.7	-	-0.6
.....OTHERS	-	-	-	-	-	-	-	-
N A	18	-	9 50.0	3 16.7	6 33.3	-	-	0.2

More responsibility for price negotiations with customers should be transferred to the marketing sections.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	36 14.2	119 47.0	19 7.5	72 28.5	7 2.8	-	0.4
DEPT.....MARKETING & SALES	50	23 46.0	21 42.0	2 4.0	4 8.0	-	-	1.3
.....PERSONNEL	24	5 20.8	10 41.7	2 8.3	7 29.2	-	-	0.5
.....FINANCE	18	-	10 55.6	2 11.1	6 33.3	-	-	0.2
.....ENGINEERING	60	5 8.3	31 51.7	4 6.7	19 31.7	1 1.7	-	0.3
.....PRODUCTION	46	-	18 39.1	3 6.5	22 47.8	3 6.5	-	-0.2
.....PURCHASE & STORE	13	-	7 53.8	3 23.1	3 23.1	-	-	0.3
.....PROJECT	12	1 8.3	10 83.3	-	-	1 8.3	-	0.8
.....MANAGEMENT	12	1 8.3	7 58.3	1 8.3	2 16.7	1 8.3	-	0.4
.....OTHERS	-	-	-	-	-	-	-	-
N A	18	1 5.6	5 27.8	2 11.1	9 50.0	1 5.6	-	-0.2

1. Answers Concerning Profit Center

The present distribution of production responsibilities & operations between units should be reviewed.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	19 7.6	178 71.2	29 11.6	24 9.6	-	3 1.2	0.8
DEPT..... MARKETING & SALES	50	6 12.0	35 70.0	6 12.0	3 6.0	-	-	0.9
PERSONNEL	24	4 16.7	18 75.0	-	2 8.3	-	-	1.0
FINANCE	18	1 5.6	13 72.2	2 11.1	2 11.1	-	-	0.7
ENGINEERING	60	2 3.3	36 60.0	10 16.7	12 20.0	-	-	0.5
PRODUCTION	46	1 2.2	38 84.4	4 8.9	2 4.4	-	1 2.2	0.8
PURCHASE & STORE	13	-	10 76.9	2 15.4	1 7.7	-	-	0.7
PROJECT	12	1 8.3	10 83.3	1 8.3	-	-	-	1.0
MANAGEMENT	12	1 10.0	7 70.0	2 20.0	-	-	2 16.7	0.9
OTHERS	-	-	-	-	-	-	-	-
N A	18	3 16.7	11 61.1	2 11.1	2 11.1	-	-	0.8

Some activities in my job should be reinforced as they are not being given the importance they merit.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	26 10.4	157 62.5	14 5.6	53 21.1	1 0.4	2 0.8	0.6
DEPT..... MARKETING & SALES	50	9 18.0	30 60.0	2 4.0	9 18.0	-	-	0.8
PERSONNEL	24	1 4.2	17 70.8	-	6 25.0	-	-	0.9
FINANCE	18	2 11.1	11 61.1	1 5.6	4 22.2	-	-	0.6
ENGINEERING	60	9 15.0	38 63.3	2 3.3	11 18.3	-	-	0.8
PRODUCTION	46	2 4.3	30 65.2	4 8.7	10 21.7	-	-	0.5
PURCHASE & STORE	13	1 7.7	9 69.2	1 7.7	2 15.4	-	-	0.7
PROJECT	12	-	8 72.7	-	3 27.3	-	1 8.3	0.5
MANAGEMENT	12	1 9.1	3 27.3	1 9.1	5 45.5	1 9.1	1 8.3	-0.2
OTHERS	-	-	-	-	-	-	-	-
N A	18	1 5.6	11 61.1	3 16.7	3 16.7	-	-	0.6

1. Answers Concerning Profit Center

In the marketing of products much faster decisions are needed, in particular for price negotiations.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	54 21.3	158 62.5	20 7.9	19 7.5	2 0.8	-	1.0
DEPT.....MARKETING & SALES	50	19 38.0	29 58.0	-	2 4.0	-	-	1.3
PERSONNEL	24	7 29.2	16 66.7	-	1 4.2	-	-	1.2
FINANCE	18	2 11.1	11 61.1	3 16.7	2 11.1	-	-	0.7
ENGINEERING	50	8 13.3	40 66.7	6 10.0	6 10.0	-	-	0.8
PRODUCTION	46	9 19.6	25 54.3	6 13.0	4 8.7	2 4.3	-	0.8
PURCHASE & STORE	13	3 23.1	7 53.8	3 23.1	-	-	-	1.0
PROJECT	12	3 25.0	7 58.3	1 8.3	1 8.3	-	-	1.0
MANAGEMENT	12	-	10 83.3	-	2 16.7	-	-	0.7
OTHERS	-	-	-	-	-	-	-	-
N A	18	3 16.7	13 72.2	1 5.6	1 5.6	-	-	1.0

2. Answers Concerning Business Group

Resource allocation between units is not optimum.

F1 & F11 & F12 & F13	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	31 12.4	119 47.6	48 19.2	47 18.8	5 2.0	3 1.2	0.5
UNIT.....C H O	10	10.0	40.0	30.0	10.0	10.0	-	0.3
.....M T D	22	9.1	54.5	18.2	9.1	9.1	-	0.5
.....W D	15	6.7	53.3	13.3	26.7	-	-	0.4
.....C S B	4	-	50.0	25.0	25.0	-	-	0.3
.....R & D	6	66.7	-	33.3	-	-	-	1.3
.....M T B	40	7.7	53.8	23.1	15.4	-	2.5	0.5
.....M T P	10	22.2	55.6	11.1	11.1	-	10.0	0.9
.....M T H	23	8.7	43.5	30.4	13.0	4.3	-	0.4
.....P R H	3	-	33.3	33.3	33.3	-	-	0
.....M T K	22	4.5	54.5	22.7	18.2	-	-	0.5
.....P M K	2	100.0	-	-	-	-	-	2.0
.....M T A	9	11.1	66.7	11.1	11.1	-	-	0.8
.....C N C	8	-	57.1	14.3	28.6	-	12.5	0.3
.....H M B	5	40.0	40.0	-	20.0	-	-	1.0
.....D C B	4	25.0	75.0	-	-	-	-	1.3
.....W F B	19	15.8	47.4	10.5	26.3	-	-	0.5
.....W F I	10	-	40.0	20.0	40.0	-	-	0
.....W F R	5	20.0	40.0	40.0	-	-	-	0.8
.....T R P	7	-	-	-	100.0	-	-	-1.0
.....D M U	2	100.0	-	-	-	-	-	2.0
.....L M H	8	-	25.0	12.5	50.0	12.5	-	-0.5
.....B L H	3	33.3	33.3	33.3	-	-	-	1.0

2. Answers Concerning Business Group

The information on international market trend, on new products or on the movements of rival companies is not sufficient in HMT.

F1 & F11 & F12 & F13	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	38 15.0	117 46.2	21 8.3	73 28.9	4 1.6	-	0.4
UNIT.....C H O	10	3 30.0	6 60.0	-	1 10.0	-	-	1.1
.....M T D	22	2 9.1	9 40.9	4 18.2	6 27.3	1 4.5	-	0.2
.....W D	15	4 26.7	7 46.7	1 6.7	3 20.0	-	-	0.8
.....C S B	4	-	3 75.0	-	1 25.0	-	-	0.5
.....R & D	6	3 50.0	1 16.7	1 16.7	1 16.7	-	-	1.0
.....M T B	40	5 12.5	17 42.5	3 7.5	14 35.0	1 2.5	-	0.3
.....M T P	10	-	6 60.0	1 10.0	3 30.0	-	-	0.3
.....M T H	23	3 13.0	15 65.2	-	5 21.7	-	-	0.7
.....P R H	3	1 33.3	2 66.7	-	-	-	-	1.3
.....M T K	22	-	15 68.2	2 9.1	4 18.2	1 4.5	-	0.4
.....P M K	2	1 50.0	1 50.0	-	-	-	-	1.5
.....M T A	9	3 33.3	3 33.3	2 22.2	1 11.1	-	-	0.9
.....C N C	8	2 25.0	3 37.5	-	3 37.5	-	-	0.5
.....H M B	5	1 20.0	2 40.0	1 20.0	1 20.0	-	-	0.6
.....D C B	4	-	3 75.0	-	1 25.0	-	-	0.5
.....W F B	19	4 21.1	6 31.6	2 10.5	7 36.8	-	-	0.4
.....W F T	10	1 10.0	3 30.0	1 10.0	5 50.0	-	-	0
.....W F R	5	-	2 40.0	-	2 40.0	1 20.0	-	-0.4
.....T R P	7	-	4 57.1	-	3 42.9	-	-	0.1
.....D M U	2	1 50.0	1 50.0	-	-	-	-	1.5
.....L M H	8	-	5 62.5	1 12.5	2 25.0	-	-	0.4
.....B L H	3	-	1 33.3	2 66.7	-	-	-	0.3

2. Answers Concerning Business Group

Corporate Head Office should become more efficient than present.

F1 & F11 & F12 & F13	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	59 23.6	154 61.6	20 8.0	16 6.4	1 0.4	3 1.2	1.0
UNIT.....C H O	10	5 50.0	2 20.0	1 10.0	2 20.0	-	-	1.0
M T D	22	3 13.6	15 68.2	3 13.6	1 4.5	-	-	0.9
W D	15	11 73.3	2 13.3	1 6.7	-	1 6.7	-	1.5
C S B	4	1 25.0	3 75.0	-	-	-	-	1.3
R & D	6	2 33.3	4 66.7	-	-	-	-	1.3
M T B	40	13 34.2	20 52.6	5 13.2	-	-	2 5.0	1.2
M T P	10	5 50.0	5 50.0	-	-	-	-	1.5
M T H	23	1 4.3	19 82.6	-	3 13.0	-	-	0.8
P R H	3	1 33.3	2 66.7	-	-	-	-	1.3
M T K	22	-	18 81.8	4 18.2	-	-	-	0.5
P M K	2	1 50.0	1 50.0	-	-	-	-	1.5
M T A	9	1 11.1	7 77.8	-	1 11.1	-	-	0.9
C N C	8	2 28.6	5 71.4	-	-	-	1 12.5	1.3
H M B	5	1 20.0	4 80.0	-	-	-	-	1.2
D C B	4	-	3 75.0	-	1 25.0	-	-	0.5
W F B	19	4 21.1	11 57.9	2 10.5	2 10.5	-	-	0.9
W F T	10	3 30.0	5 50.0	1 10.0	1 10.0	-	-	1.0
W F R	5	1 20.0	4 80.0	-	-	-	-	1.2
T R P	7	1 14.3	6 85.7	-	-	-	-	1.1
D M U	2	1 50.0	-	-	1 50.0	-	-	0.5
L M H	8	-	5 62.5	1 12.5	2 25.0	-	-	0.4
B L H	3	-	2 66.7	-	1 33.3	-	-	0.5

2. Answers Concerning Business Group

A positive attitude toward new areas of business does not exist in HMT.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	36 14.2	113 44.7	16 6.3	84 33.2	4 1.6	-	0.4
DEPT.....MARKETING & SALES	50	11 22.0	18 36.0	2 4.0	17 34.0	2 4.0	-	0.4
PERSONNEL	24	3 12.5	14 58.3	1 4.2	5 20.8	1 4.2	-	0.5
FINANCE	18	1 5.6	9 50.0	2 11.1	6 33.3	-	-	0.3
ENGINEERING	60	10 16.7	25 41.7	2 3.3	23 38.3	-	-	0.4
PRODUCTION	46	4 8.7	19 41.3	4 8.7	19 41.3	-	-	0.2
PURCHASE & STORE	13	1 7.7	6 46.2	1 7.7	5 38.5	-	-	0.2
PROJECT	12	2 16.7	5 41.7	3 25.0	2 16.7	-	-	0.6
MANAGEMENT	12	3 25.0	6 50.0	1 8.3	1 8.3	1 8.3	-	0.8
OTHERS	-	-	-	-	-	-	-	-
N A	18	1 5.6	11 61.1	-	6 33.3	-	-	0.4

In such areas as computer system development or R&D, more centralized planning and coordinating of functions covering all HMT units are expected.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	32 12.7	181 72.1	11 4.4	22 8.8	5 2.0	2 0.8	0.8
DEPT.....MARKETING & SALES	50	7 14.0	38 76.0	2 4.0	3 6.0	-	-	1.0
PERSONNEL	24	2 8.3	16 66.7	1 4.2	4 16.7	1 4.2	-	0.6
FINANCE	18	5 27.8	12 66.7	-	1 5.6	-	-	1.2
ENGINEERING	60	7 11.7	43 71.7	-	7 11.7	3 5.0	-	0.7
PRODUCTION	46	3 6.5	37 80.4	5 10.9	1 2.2	-	-	0.9
PURCHASE & STORE	13	3 23.1	6 46.2	2 15.4	2 15.4	-	-	0.8
PROJECT	12	2 16.7	8 66.7	-	2 16.7	-	-	0.8
MANAGEMENT	12	-	8 80.0	-	1 10.0	1 10.0	2 16.7	0.5
OTHERS	-	-	-	-	-	-	-	-
N A	18	3 16.7	13 72.2	1 5.6	1 5.6	-	-	1.0

2. Answers Concerning Business Group

The present organization structure of HMT consisting of Business Groups, Units and Divisions is to be reviewed.

F1 & F11 & F12 & F13	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	30 11.9	134 53.2	20 7.9	64 25.4	4 1.6	1 0.4	0.5
UNIT.....C H O	10	2 20.0	4 40.0	1 10.0	3 30.0	-	-	0.5
.....M T D	22	6 27.3	10 45.5	-	6 27.3	-	-	0.7
.....W D	15	1 6.7	6 40.0	1 6.7	4 26.7	3 20.0	-	-0.1
.....C S B	4	-	4 100.0	-	-	-	-	1.0
.....R & D	6	1 16.7	5 83.3	-	-	-	-	1.2
.....M T B	40	6 15.0	20 50.0	7 17.5	6 15.0	1 2.5	-	0.6
.....M T P	10	-	8 80.0	-	2 20.0	-	-	0.6
.....M T H	23	4 17.4	11 47.8	3 13.0	5 21.7	-	-	0.6
.....P R H	3	-	2 66.7	-	1 33.3	-	-	0.3
.....M T K	22	-	12 54.5	2 9.1	8 36.4	-	-	0.5
.....P M K	2	-	2 100.0	-	-	-	-	1.0
.....M T A	9	1 11.1	5 55.6	-	3 33.3	-	-	0.4
.....C N C	8	1 14.3	4 57.1	-	2 28.6	-	1 12.5	0.6
.....H M B	5	-	5 100.0	-	-	-	-	1.0
.....D C B	4	-	2 50.0	-	2 50.0	-	-	0
.....W F B	19	2 10.5	8 42.1	4 21.1	5 26.3	-	-	0.4
.....W F T	10	1 10.0	7 70.0	-	2 20.0	-	-	0.7
.....W F R	5	-	2 40.0	-	3 60.0	-	-	-0.2
.....T R P	7	-	2 28.6	1 14.3	4 57.1	-	-	-0.3
.....D M U	2	-	1 50.0	-	1 50.0	-	-	0
.....L M H	8	-	7 87.5	-	1 12.5	-	-	0.8
.....B L H	3	2 66.7	-	-	1 33.3	-	-	1

2. Answers Concerning Business Group

The decision making process of top management has to be faster than it currently is.

F1 & F11 & F12 & F13	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	40 15.8	194 76.7	3 1.2	15 5.9	1 0.4	-	1.0
UNIT.....C H O	10	4 40.0	5 50.0	-	1 10.0	-	-	1.2
.....M T D	22	4 18.2	15 68.2	-	3 13.6	-	-	0.9
.....W D	15	7 46.7	8 53.3	-	-	-	-	1.5
.....C S B	4	-	4 100.0	-	-	-	-	1.0
.....R & D	6	4 66.7	2 33.3	-	-	-	-	1.7
.....M T B	40	5 12.5	34 85.0	-	1 2.5	-	-	1.1
.....M T P	10	-	10 100.0	-	-	-	-	1.0
.....M T H	23	2 8.7	16 69.6	1 4.3	4 17.4	-	-	0.7
.....P R H	3	-	3 100.0	-	-	-	-	1.0
.....M T K	22	-	19 86.4	-	3 13.6	-	-	0.7
.....P M K	2	-	2 100.0	-	-	-	-	1.0
.....M T A	9	1 11.1	7 77.8	-	1 11.1	-	-	0.9
.....C N C	8	1 12.5	7 87.5	-	-	-	-	1.1
.....H M B	5	2 40.0	2 40.0	1 20.0	-	-	-	1.2
.....D C B	4	-	3 75.0	1 25.0	-	-	-	0.8
.....W F B	19	5 26.3	13 68.4	-	1 5.3	-	-	1.2
.....W F T	10	2 20.0	7 70.0	-	-	1 10.0	-	0.9
.....W F R	5	1 20.0	4 80.0	-	-	-	-	1.2
.....T R P	7	-	7 100.0	-	-	-	-	1.0
.....D M U	2	-	2 100.0	-	-	-	-	1.0
.....L M H	8	-	7 87.5	-	1 12.5	-	-	0.8
.....B L H	3	-	3 100.0	-	-	-	-	1.0

3. Answers Concerning Hierarchy

The delay of decision making in HMT sometimes creates problems in business operation.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	67 26.6	166 65.9	6 2.4	13 5.2	-	1 0.4	1.1
PS GRADE ·· D G M (PS VI)	177	52 29.5	111 63.1	5 2.8	8 4.5	-	1 0.6	1.2
···· J G M (PS VII)	51	9 17.6	37 72.5	1 2.0	4 7.8	-	-	1.0
···· G M (PS VIII)	14	4 28.6	9 64.3	-	1 7.1	-	-	1.1
···· OTHERS	8	1 12.5	7 87.5	-	-	-	-	1.1
···· N A	3	1 33.3	2 66.7	-	-	-	-	1.3

Decisions made are not usually implemented immediately in HMT.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	29 11.5	154 60.9	10 4.0	60 23.7	-	-	0.6
PS GRADE ·· D G M (PS VI)	177	22 12.4	104 58.8	7 4.0	44 24.9	-	-	0.6
···· J G M (PS VII)	51	4 7.8	35 68.6	3 5.9	9 17.6	-	-	0.7
···· G M (PS VIII)	14	2 14.3	8 57.1	-	4 28.6	-	-	0.6
···· OTHERS	8	-	5 62.5	-	3 37.5	-	-	0.3
···· N A	3	1 33.3	2 66.7	-	-	-	-	1.3

There is a big difference between responsibility and authority in my position i.e. too little authority with too much responsibility in my position.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	34 13.4	100 39.5	9 3.6	104 41.1	6 2.4	-	0.2
PS GRADE ·· D G M (PS VI)	177	24 13.6	75 42.4	3 1.7	70 39.5	5 2.8	-	0.2
···· J G M (PS VII)	51	9 17.6	17 33.3	5 9.8	19 37.3	1 2.0	-	0.3
···· G M (PS VIII)	14	1 7.1	6 42.9	-	7 50.0	-	-	0.1
···· OTHERS	8	-	2 25.0	1 12.5	5 62.5	-	-	-0.4
···· N A	3	-	-	-	3 100.0	-	-	-1.0

3. Answers Concerning Hierarchy

Adequate authority should be delegated to middle management which is not so at present.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	37 14.6	140 55.3	9 3.6	65 25.7	2 0.8	-	0.6
PS GRADE: D G M (PS VII)	177	23 13.0	107 60.5	5 2.8	42 23.7	-	-	0.6
J G M (PS VIII)	51	13 25.5	20 39.2	4 7.8	13 25.5	1 2.0	-	0.6
G M (PS IX)	14	1 7.1	6 42.9	-	6 42.9	1 7.1	-	0
OTHERS	8	-	5 62.5	-	3 37.5	-	-	0.3
N A	3	-	2 66.7	-	1 33.3	-	-	0.3

Decision making should be more centralized.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	1 0.4	35 13.8	7 2.8	177 70.0	33 13.0	-	-0.8
PS GRADE: D G M (PS VII)	177	1 0.6	25 14.1	2 1.1	125 70.6	24 13.6	-	-0.8
J G M (PS VIII)	51	-	7 13.7	4 7.8	35 68.6	5 9.8	-	-0.7
G M (PS IX)	14	-	1 7.1	-	10 71.4	3 21.4	-	-1.1
OTHERS	8	-	2 25.0	1 12.5	4 50.0	1 12.5	-	-0.5
N A	3	-	-	-	3 100.0	-	-	-1.0

In our units there are too many managerial or supervisory staff members.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	27 10.7	155 61.5	8 3.2	59 23.4	3 1.2	1 0.4	0.6
PS GRADE: D G M (PS VII)	177	18 10.2	116 65.5	5 2.8	38 21.5	-	-	0.6
J G M (PS VIII)	51	9 17.6	28 54.9	3 5.9	10 19.6	1 2.0	-	0.7
G M (PS IX)	14	-	8 57.1	-	4 28.6	2 14.3	-	0
OTHERS	8	-	2 25.0	-	6 75.0	-	-	-0.5
N A	3	-	1 50.0	-	1 50.0	-	1 33.3	0

3. Answers Concerning Hierarchy

There are certain jobs (tasks) in my role which could be abolished or at least simplified.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	11 4.4	126 50.2	16 6.4	97 38.6	1 0.4	2 0.8	0.2
PS. GRADE: D G M (PS VI)	177	8 4.6	90 51.4	11 6.3	66 37.7	-	2 1.1	0.2
J G M (PS VII)	51	3 5.9	25 49.0	4 7.8	19 37.3	-	-	0.2
G M (PS IX)	14	-	8 57.1	1 7.1	4 28.6	1 7.1	-	0.1
OTHERS	8	-	1 12.5	-	7 87.5	-	-	-0.8
N A	3	-	2 66.7	-	1 33.3	-	-	0.3

Some tasks I perform could be logically transferred to another department.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	8 3.2	103 41.0	5 2.0	128 51.0	7 2.8	2 0.8	-0.1
PS. GRADE: D G M (PS VI)	177	6 3.4	73 41.5	3 1.7	91 51.7	3 1.7	1 0.6	-0.1
J G M (PS VII)	51	2 3.9	20 39.2	1 2.0	24 47.1	4 7.8	-	-0.2
G M (PS IX)	14	-	5 38.5	1 7.7	7 53.8	-	1 7.1	-0.2
OTHERS	8	-	3 37.5	-	5 62.5	-	-	-0.3
N A	3	-	2 66.7	-	1 33.3	-	-	0.3

Decision making has to be faster at all levels than it currently is.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	48 19.0	196 77.5	2 0.8	7 2.8	-	-	1.1
PS. GRADE: D G M (PS VI)	177	36 20.3	133 75.1	2 1.1	6 3.4	-	-	1.1
J G M (PS VII)	51	8 15.7	42 82.4	-	1 2.0	-	-	1.1
G M (PS IX)	14	2 14.3	12 85.7	-	-	-	-	1.1
OTHERS	8	2 25.0	6 75.0	-	-	-	-	1.3
N A	3	-	3 100.0	-	-	-	-	1.0

4. Answers Concerning Planning

The most suitable planning process is in operation in HMT.

	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
F1 & F11 & F12 & F13								
BUSINESS.....CHO.CSB	14	-	7.1	28.6	57.1	7.1	-	-0.6
MT.BG	154	1.3	26.1	15.7	52.9	3.9	0.6	-0.3
W.BG	49	-	24.5	12.2	59.2	4.1	-	-0.4
AGRI.BG	9	-	11.1	11.1	66.7	11.1	-	-0.8
LMH	8	-	37.5	25.0	25.0	12.5	-	-0.1
BLH	3	-	-	33.3	66.7	-	-	-0.7
HMT (1)	16	-	6.3	31.3	62.5	-	-	-0.6

Long term strategic thinking is a way of planning in HMT.

	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
F2 & F3								
TOTAL	253	3	103	25	108	12	2	-0.1
PS GRADE...D G M (PS W)	177	2	73	18	74	10	-	-0.1
J G M (PS W)	51	1	21	5	21	1	2	0
G M (PS K)	14	-	50.0	-	42.9	7.1	-	-0.1
OTHERS	8	-	25.0	25.0	50.0	-	-	-0.3
N A	3	-	-	-	100.0	-	-	-1.0

The targets set in the corporate plan are much too diversified, and concentration of efforts in certain areas is difficult.

	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
F2 & F3								
TOTAL	253	5	115	50	80	2	1	0.2
PS GRADE...D G M (PS W)	177	3	82	33	58	1	-	0.2
J G M (PS W)	51	1	18	14	17	-	1	0.1
G M (PS K)	14	-	50.0	7.1	35.7	7.1	-	0
OTHERS	8	1	5	2	-	-	-	0.9
N A	3	-	100.0	-	-	-	-	1.0

1. Answers Concerning New Recruitment and Job Assignment

Since HMT is more than 30 years old, some units now have very old employees, i.e. average age is high. Some balance of young and old should have been maintained.

F1 & F11 & F12 & F13	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	69 27.5	173 68.9	-	9 3.6	-	2 0.8	1.2
UNIT..... C H O	10	3 30.0	6 60.0	-	1 10.0	-	-	1.1
..... M T D	22	9 40.9	13 59.1	-	-	-	-	1.4
..... W D	15	4 26.7	8 53.3	-	3 20.0	-	-	0.9
..... C S B	4	2 50.0	2 50.0	-	-	-	-	1.5
..... R & D	6	2 33.3	3 50.0	-	1 16.7	-	-	1.0
..... M T B	40	15 37.5	24 60.0	-	1 2.5	-	-	1.3
..... M T P	10	1 10.0	9 90.0	-	-	-	-	1.1
..... M T H	23	10 43.5	13 56.5	-	-	-	-	1.4
..... P R H	3	-	3 100.0	-	-	-	-	1.0
..... M T K	22	2 9.5	19 90.5	-	-	-	1 4.5	1.1
..... P M K	2	2 100.0	-	-	-	-	-	2.0
..... M T A	9	-	8 88.9	-	1 11.1	-	-	0.8
..... C N C	8	1 12.5	7 87.5	-	-	-	-	1.1
..... H M B	5	-	5 100.0	-	-	-	-	1.0
..... D C B	4	1 25.0	3 75.0	-	-	-	-	1.3
..... W F B	19	8 42.1	11 57.9	-	-	-	-	1.4
..... W F T	10	1 10.0	9 90.0	-	-	-	-	1.1
..... W F R	5	1 20.0	4 80.0	-	-	-	-	1.2
..... T R P	7	-	6 85.7	-	1 14.3	-	-	0.7
..... D M U	2	-	2 100.0	-	-	-	-	1.0
..... L M H	8	1 12.5	7 87.5	-	-	-	-	1.1
..... B L H	3	2 66.7	1 33.3	-	-	-	-	1.7

1. Answers Concerning New Recruitment and Job Assignment

Guidelines for manpower allocation among the departments should be clearly established and updated more often.

F1 & F11 & F12 & F13	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	46 18.4	194 77.6	3 1.2	7 2.8	-	3 1.2	1.1
UNIT.....C H O	10	3 30.0	7 70.0	-	-	-	-	1.3
.....M T D	22	4 18.2	17 77.3	1 4.5	-	-	-	1.1
.....W D	15	2 13.3	11 73.3	-	2 13.3	-	-	0.9
.....C S B	4	-	4 100.0	-	-	-	-	1.0
.....R & D	6	2 33.3	4 66.7	-	-	-	-	1.3
.....M T B	40	12 30.8	26 66.7	1 2.8	-	-	1 2.5	1.3
.....M T P	10	-	10 100.0	-	-	-	-	1.0
.....M T H	23	8 34.8	12 52.2	1 4.3	2 8.7	-	-	1.1
.....P R H	3	-	3 100.0	-	-	-	-	1.0
.....M T K	22	3 14.3	18 85.7	-	-	-	1 4.5	1.1
.....P M K	2	-	2 100.0	-	-	-	-	1.0
.....M T A	9	-	8 88.9	-	1 11.1	-	-	0.8
.....C N C	8	1 12.5	7 87.5	-	-	-	-	1.1
.....H M B	5	-	5 100.0	-	-	-	-	1.0
.....D C B	4	2 50.0	2 50.0	-	-	-	-	1.5
.....W F B	19	4 21.1	14 73.7	-	1 5.3	-	-	1.1
.....W F T	10	-	10 100.0	-	-	-	-	1.0
.....W F R	5	-	5 100.0	-	-	-	-	1.0
.....T R P	7	-	7 100.0	-	-	-	-	1.0
.....D M U	2	-	2 100.0	-	-	-	-	1.0
.....L M H	8	2 25.0	6 75.0	-	-	-	-	1.3
.....B L H	3	1 33.3	2 66.7	-	-	-	-	1.3

2. Answers Concerning HRD.

The criteria for decision making should be clear and understood throughout the company which is not so now.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	39 15.5	168 66.7	14 5.6	30 11.9	1 0.4	1 0.4	0.8
PS GRADE - D G M (PS VI)	177	27 15.3	124 70.5	7 4.0	18 10.2	-	1 0.6	0.9
J G M (PS VII)	51	8 15.7	33 64.7	5 9.8	5 9.8	-	-	0.9
G M (PS IX)	14	2 14.3	5 35.7	1 7.1	5 35.7	1 7.1	-	0.1
OTHERS	8	1 12.5	4 50.0	1 12.5	2 25.0	-	-	0.5
N A	3	1 33.3	2 66.7	-	-	-	-	1.3

The present training programs for top and middle managers in HMT are not sufficient and should be expanded.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	55 22.0	170 68.0	4 1.6	20 8.0	1 0.4	3 1.2	1.0
PS GRADE - D G M (PS VI)	177	35 20.0	121 69.1	3 1.7	15 8.6	1 0.6	2 1.1	1.0
J G M (PS VII)	51	16 32.0	30 60.0	1 2.0	3 6.0	-	1 2.0	1.2
G M (PS IX)	14	2 14.3	11 78.6	-	1 7.1	-	-	1.0
OTHERS	8	1 12.5	6 75.0	-	1 12.5	-	-	0.9
N A	3	1 33.3	2 66.7	-	-	-	-	1.3

2. Answers Concerning HRD.

New training facilities to offer specific training courses for specialists should be established.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	53 21.1	186 74.1	4 1.6	8 3.2	-	2 0.8	1.1
DEPT.....MARKETING & SALES	50	12 24.0	36 72.0	2 4.0	-	-	-	1.2
PERSONNEL	24	3 12.5	18 75.0	1 4.2	2 8.3	-	-	0.9
FINANCE	18	2 11.8	12 70.6	1 5.9	2 11.8	-	1 5.6	0.8
ENGINEERING	60	14 23.3	45 75.0	-	1 1.7	-	-	1.2
PRODUCTION	46	11 23.9	34 73.9	-	1 2.2	-	-	1.2
PURCHASE & STORE	13	2 15.4	11 84.6	-	-	-	-	1.2
PROJECT	12	2 18.2	9 81.8	-	-	-	1 8.3	1.2
MANAGEMENT	12	3 25.0	9 75.0	-	-	-	-	1.3
OTHERS	-	-	-	-	-	-	-	-
N A	18	4 22.2	12 66.7	-	2 11.1	-	-	1.0

2. Answers Concerning HRD.

The present skill training programs for general workers are insufficient and need to be expanded.

F1 & F11 & F12 & F13	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	33 13.1	180 71.7	13 5.2	24 9.5	1 0.4	2 0.8	0.9
UNIT.....C H O	10	3 30.0	5 50.0	-	1 10.0	1 10.0	-	0.8
M T D	22	4 18.2	16 72.7	1 4.5	1 4.5	-	-	1.0
W D	15	2 13.3	12 80.0	1 6.7	-	-	-	1.1
C S B	4	-	4 100.0	-	-	-	-	1.0
R & D	6	1 16.7	4 66.7	1 16.7	-	-	-	1.0
M T B	40	7 17.5	29 72.5	2 5.0	2 5.0	-	-	1.0
M T P	10	1 10.0	9 90.0	-	-	-	-	1.1
M T H	23	4 17.4	17 73.9	1 4.3	1 4.3	-	-	1.0
P R H	3	-	2 66.7	-	1 33.3	-	-	0.3
M T K	22	1 4.8	13 59.1	2 9.5	5 23.8	-	1 4.5	0.5
P M K	2	-	1 50.0	-	1 50.0	-	-	0
M T A	9	1 11.1	7 77.8	-	1 11.1	-	-	0.9
C N C	8	1 12.5	7 87.5	-	-	-	-	1.1
H M B	5	-	4 80.0	-	1 20.0	-	-	0.6
D C B	4	-	4 100.0	-	-	-	-	1.0
W F B	19	3 15.8	13 68.4	-	3 15.8	-	-	0.8
W F T	10	-	8 80.0	-	2 20.0	-	-	0.6
W F R	5	1 20.0	3 60.0	-	1 20.0	-	-	0.8
T R P	7	-	4 57.1	-	3 42.9	-	-	0.1
D M U	2	-	1 50.0	-	1 50.0	-	-	0
L M H	8	1 12.5	6 75.0	1 12.5	-	-	-	1.0
B L H	3	-	3 100.0	-	-	-	-	1.0

2. Answers Concerning HRD.

Most of the workers in our unit are not willing to be trained as multi-skilled workers.

F1 & F11 & F12 & F13	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	21 8.3	103 40.7	23 9.1	102 40.3	4 1.6	-	0.1
UNIT.....C H O	10	-	6 60.0	-	4 40.0	-	-	0.2
.....M T D	22	3 13.6	7 31.8	1 4.5	11 50.0	-	-	0.1
.....W D	15	1 6.7	6 40.0	1 6.7	6 40.0	1 6.7	-	0
.....C S B	4	-	-	1 25.0	3 75.0	-	-	-0.8
.....R & D	6	1 16.7	3 50.0	1 16.7	1 16.7	-	-	0.7
.....M T B	40	6 15.0	20 50.0	6 15.0	8 20.0	-	-	0.6
.....M T P	10	-	1 10.0	-	9 90.0	-	-	-0.8
.....M T H	23	-	13 56.5	1 4.3	9 39.1	-	-	0.2
.....P R H	3	1 33.3	2 66.7	-	-	-	-	1.3
.....M T K	22	2 9.1	9 40.9	3 13.6	8 36.4	-	-	0.2
.....P M K	2	1 50.0	1 50.0	-	-	-	-	1.5
.....M T A	9	1 11.1	5 55.6	1 11.1	2 22.2	-	-	0.6
.....C N C	8	-	1 12.5	1 12.5	4 50.0	2 25.0	-	-0.9
.....H M B	5	-	2 40.0	1 20.0	2 40.0	-	-	0
.....D C B	4	-	2 50.0	-	2 50.0	-	-	0
.....W F B	19	1 5.3	4 21.1	3 15.8	11 57.9	-	-	-0.3
.....W F T	10	2 20.0	5 50.0	1 10.0	2 20.0	-	-	0.7
.....W F R	5	2 40.0	2 40.0	-	1 20.0	-	-	1.0
.....T R P	7	-	3 42.9	-	4 57.1	-	-	-0.1
.....D M U	2	-	1 50.0	-	1 50.0	-	-	0
.....L M H	8	-	2 25.0	1 12.5	4 50.0	1 12.5	-	-0.5
.....B L H	3	-	2 66.7	-	1 33.3	-	-	0.3

3. Answers Concerning Appraisal System

Rewards/Promotions/Responsibilities must be determined by the individual's capability and achievements, not by his age or education.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	117 46.6	122 48.6	3 1.2	8 3.2	1 0.4	2 0.8	1.4
PS GRADE: D G M (PS VII)	177	77 43.5	91 51.4	2 1.1	7 4.0	-	-	1.3
J G M (PS VII)	51	27 55.1	20 40.8	1 2.0	1 2.0	-	2 3.9	1.5
G M (PS IX)	14	7 50.0	6 42.9	-	-	7 7.1	-	1.3
OTHERS	8	5 62.5	3 37.5	-	-	-	-	1.6
N A	3	1 33.3	2 66.7	-	-	-	-	1.3

HMT's employees do not have a sufficiently challenging spirit to accomplish goals and provide new ideas.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	12 4.7	94 37.2	11 4.3	104 41.1	32 12.6	-	-0.2
DEPT: MARKETING & SALES	50	1 2.0	21 42.0	1 2.0	17 34.0	10 20.0	-	-0.3
PERSONNEL	24	3 12.5	10 41.7	2 8.3	8 33.3	1 4.2	-	0.3
FINANCE	18	1 5.6	6 33.3	1 5.6	9 50.0	1 5.6	-	-0.2
ENGINEERING	60	4 6.7	22 36.7	3 5.0	24 40.0	7 11.7	-	-0.1
PRODUCTION	46	1 2.2	15 32.6	2 4.3	23 50.0	5 10.9	-	-0.3
PURCHASE & STORE	13	1 7.7	3 23.1	1 7.7	5 38.5	3 23.1	-	-0.5
PROJECT	12	-	2 16.7	1 8.3	8 66.7	1 8.3	-	-0.1
MANAGEMENT	12	-	8 66.7	-	2 16.7	2 16.7	-	0.2
OTHERS	-	-	-	-	-	-	-	-
N A	18	1 5.6	7 38.9	-	8 44.4	2 11.1	-	-0.2

3. Answers Concerning Appraisal System

A risk taking approach toward new unexplored areas exists in HMT.

F1 & F11 & F12 & F13	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	5 2.0	84 33.2	24 9.5	118 46.6	22 8.7	-	-0.3
UNIT..... C H O	10	1 10.0	4 40.0	-	2 20.0	3 30.0	-	-0.2
..... M T D	22	1 4.5	9 40.9	1 4.5	9 40.9	2 9.1	-	-0.1
..... W D	15	1 6.7	3 20.0	-	8 53.3	3 20.0	-	-0.6
..... C S B	4	-	3 75.0	1 25.0	-	-	-	0.8
..... R & D	6	-	1 16.7	-	3 50.0	2 33.3	-	-1.0
..... M T B	40	-	17 42.5	5 12.5	16 40.0	2 5.0	-	-0.1
..... M T P	10	-	3 30.0	-	7 70.0	-	-	-0.4
..... M T H	23	1 4.3	7 30.4	2 8.7	12 52.2	1 4.3	-	-0.2
..... P R H	3	-	-	1 33.3	2 66.7	-	-	-0.7
..... M T K	22	-	9 40.9	4 18.2	5 54.5	-	-	-0.1
..... P M K	2	-	-	-	2 100.0	-	-	-1.0
..... M T A	9	-	2 22.2	-	6 66.7	1 11.1	-	-0.7
..... C N C	8	-	3 37.5	1 12.5	3 37.5	1 12.5	-	-0.3
..... H M B	5	-	2 40.0	-	2 40.0	1 20.0	-	-0.4
..... D C B	4	-	-	1 25.0	2 50.0	1 25.0	-	-1.0
..... W F B	19	-	4 21.1	5 26.3	9 47.4	1 5.3	-	-0.4
..... W F T	10	1 10.0	4 40.0	-	5 50.0	-	-	0.1
..... W F R	5	-	1 20.0	-	3 60.0	1 20.0	-	-0.8
..... T R P	7	-	2 28.6	-	4 57.1	1 14.3	-	-0.6
..... D M U	2	-	1 50.0	-	1 50.0	-	-	0
..... L M H	8	-	3 37.5	2 25.0	2 25.0	1 12.5	-	-0.1
..... B L H	3	-	1 33.3	-	2 66.7	-	-	-0.3

3. Answers Concerning Appraisal System

New ideas and approaches are not necessarily respected highly in HMT.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	13 5.1	110 43.5	23 9.1	104 41.1	3 1.2	-	0.1
DEPT.....MARKETING & SALES	50	6 12.0	22 44.0	4 8.0	16 32.0	2 4.0	-	0.3
PERSONNEL	24	-	14 58.3	-	9 37.5	1 4.2	-	0.1
FINANCE	18	-	8 44.4	1 5.6	9 50.0	-	-	-0.1
ENGINEERING	60	3 5.0	27 45.0	10 16.7	20 33.3	-	-	0.2
PRODUCTION	46	-	16 34.8	4 8.7	26 56.5	-	-	-0.2
PURCHASE & STORE	13	1 7.7	5 38.5	-	7 53.8	-	-	0
PROJECT	12	1 8.3	4 33.3	2 16.7	5 41.7	-	-	0.1
MANAGEMENT	12	-	4 33.3	2 16.7	6 50.0	-	-	-0.2
OTHERS	-	-	-	-	-	-	-	-
N A	18	2 11.1	10 55.6	-	6 33.3	-	-	0.4

A more open appraisal system is required.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	19 7.5	142 56.3	11 4.4	79 31.3	1 0.4	1 0.4	0.4
DEPT.....MARKETING & SALES	50	5 10.0	32 64.0	4 8.0	9 18.0	-	-	0.7
PERSONNEL	24	1 4.2	15 62.5	1 4.2	7 29.2	-	-	0.4
FINANCE	18	1 5.6	11 61.1	1 5.6	5 27.8	-	-	0.4
ENGINEERING	60	5 8.3	23 38.3	2 3.3	30 50.0	-	-	0.1
PRODUCTION	46	3 6.7	31 68.9	2 4.4	8 17.8	1 2.2	1 2.2	0.1
PURCHASE & STORE	13	1 7.7	8 61.5	1 7.7	3 23.1	-	-	0.5
PROJECT	12	2 16.7	7 58.3	-	3 25.0	-	-	0.7
MANAGEMENT	12	1 8.3	6 50.0	-	5 41.7	-	-	0.3
OTHERS	-	-	-	-	-	-	-	-
N A	18	-	9 50.0	-	9 50.0	-	-	0

3. Answers Concerning Appraisal System

The appraisal system must be consented to by all employees.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	7 2.8	150 59.5	13 5.2	81 32.1	1 0.4	1 0.4	0.3
PS GRADE ·· D G M (PS W)	177	4 2.3	107 60.8	10 5.7	55 31.3	-	1 0.6	0.3
J G M (PS W)	51	2 3.9	27 52.9	3 5.9	18 35.3	1 2.0	-	0.2
G M (PS K)	14	-	10 71.4	-	4 28.6	-	-	0.4
OTHERS	8	1 12.5	4 50.0	-	3 37.5	-	-	0.4
N A	3	-	2 66.7	-	1 33.3	-	-	0.3

The present appraisal system does not exactly reflect each employee's achievements or efforts.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	22 8.7	119 47.2	8 3.2	103 40.9	-	1 0.4	0.2
PS GRADE ·· D G M (PS W)	177	15 8.5	82 46.6	6 3.4	73 41.5	-	1 0.6	0.2
J G M (PS W)	51	7 13.7	25 49.0	1 2.0	18 35.3	-	-	0.4
G M (PS K)	14	-	8 57.1	-	6 42.9	-	-	0.1
OTHERS	8	-	2 25.0	-	6 75.0	-	-	-0.5
N A	3	-	2 66.7	1 33.3	-	-	-	0.7

4. Answers Concerning Wage, Salary, Bonus

I am not satisfied with the returns I get from HMT as a company in terms of income level.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	26 10.3	104 41.3	13 5.2	96 38.1	13 5.2	1 0.4	0.1
PS GRADE D G M (PS VI)	177	16 9.1	81 46.0	8 4.5	60 34.1	11 6.3	1 0.6	0.2
J G M (PS VII)	51	8 15.7	16 31.4	5 9.8	20 39.2	2 3.9	-	0.2
G M (PS VIII)	14	1 7.1	4 28.6	-	9 64.3	-	-	-0.2
OTHERS	8	1 12.5	3 37.5	-	4 50.0	-	-	0.1
N A	3	-	-	-	3 100.0	-	-	-1.0

TOTAL	253	26 10.3	104 41.3	13 5.2	96 38.1	13 5.2	1 0.4	0.1
UNIT..... C H O	10	2 20.0	2 20.0	-	4 40.0	2 20.0	-	-0.2
M T D	22	1 4.5	9 40.9	2 9.1	8 36.4	2 9.1	-	-0.0
W D	15	4 26.7	4 26.7	-	6 40.0	1 5.7	-	0.3
C S B	4	1 25.0	2 25.0	-	3 50.0	-	-	0.1
R & D	6	1 16.7	2 33.3	-	3 50.0	-	-	0.2
M T B	40	1 2.6	18 46.2	4 10.3	16 41.0	-	1 2.5	0.1
M T P	10	3 30.0	5 50.0	-	2 20.0	-	-	0.9
M T H	23	-	14 60.9	-	7 30.4	2 8.7	-	0.1
P R H	3	-	2 66.7	-	-	1 33.3	-	0
M T K	22	1 4.5	8 36.4	-	13 59.1	-	-	-0.1
P M K	2	-	2 100.0	-	-	-	-	1.0
M T A	9	1 11.1	6 66.7	-	2 22.2	-	-	0.7
C N C	8	2 25.0	4 50.0	-	1 12.5	1 12.5	-	0.6
H M B	5	1 20.0	3 60.0	-	-	1 20.0	-	0.6
D C B	4	-	-	-	3 75.0	1 25.0	-	-1.3
W F B	19	1 5.3	6 31.6	-	10 52.6	2 10.5	-	-0.3
W F T	10	2 20.0	4 40.0	-	4 40.0	-	-	0.4
W F R	5	1 20.0	1 20.0	1 20.0	2 40.0	-	-	0.2
T R P	7	1 14.3	4 57.1	-	2 28.6	-	-	0.6
D M U	2	-	-	1 50.0	1 50.0	-	-	-0.5
L M H	8	1 12.5	1 12.5	2 25.0	4 50.0	-	-	-0.1
B L H	3	1 33.3	1 33.3	-	1 33.3	-	-	0.7

4. Answers Concerning Wage, Salary, Bonus

The present worker-incentive system based on standard hours should be reviewed.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	52 20.6	172 68.3	12 4.8	16 6.3	-	1 0.4	1.0
DEPT.....MARKETING & SALES	50	8.0 6	40 80.0	3 6.0	3 6.0	-	-	0.9
PERSONNEL	24	25.0 4	16 66.7	-	8.3 1	-	-	1.1
FINANCE	18	22.2 4	12 66.7	1 5.6	1 5.6	-	-	1.1
ENGINEERING	60	11 18.3	44 73.3	2 3.3	3 5.0	-	-	1.0
PRODUCTION	46	15 32.6	29 63.0	-	2 4.3	-	-	1.2
PURCHASE & STORE	13	3 23.1	9 69.2	-	1 7.7	-	-	1.1
PROJECT	12	-	7 63.6	4 36.4	-	-	1 8.3	0.6
MANAGEMENT	12	3 25.0	8 66.7	-	1 8.3	-	-	1.1
OTHERS	-	-	-	-	-	-	-	-
N A	18	6 33.3	7 38.9	2 11.1	3 16.7	-	-	0.9

Clearer incentive systems to managerial and clerical staff members should be established.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	42 16.7	190 75.7	3 1.2	15 6.0	1 0.4	2 0.8	1.0
DEPT.....MARKETING & SALES	50	9 18.4	38 77.6	1 2.0	1 2.0	-	1 2.0	1.1
PERSONNEL	24	4 16.7	17 70.8	-	2 8.3	1 4.2	-	0.9
FINANCE	18	5 27.8	13 72.2	-	-	-	-	1.3
ENGINEERING	60	8 13.3	46 76.7	-	6 10.0	-	-	0.9
PRODUCTION	46	6 13.0	35 76.1	1 2.2	4 8.7	-	-	0.9
PURCHASE & STORE	13	4 30.8	8 61.5	-	1 7.7	-	-	1.2
PROJECT	12	-	10 90.9	1 9.1	-	-	1 8.3	0.9
MANAGEMENT	12	2 16.7	10 83.3	-	-	-	-	1.2
OTHERS	-	-	-	-	-	-	-	-
N A	18	4 22.2	13 72.2	-	1 5.6	-	-	1.1
PS GRADE...D G M (PS VB)	177	29 16.5	133 75.6	1 0.6	13 7.4	-	1 0.6	1.0
J G M (PS VI)	51	10 20.0	36 72.0	1 2.0	2 4.0	1 2.0	1 2.0	1.0
G M (PS K)	14	2 14.3	12 85.7	-	-	-	-	1.1

4. Answers Concerning Wage, Salary, Bonus

Most of the workers would work harder if their productivity improvements were more directly linked with their income incentives.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	60 23.8	162 64.3	11 4.4	18 7.1	1 0.4	1 0.4	1.0
DEPT.....MARKETING & SALES	50	11 22.0	34 68.0	3 6.0	2 4.0	-	-	1.1
PERSONNEL	24	5 20.8	15 62.5	1 4.2	3 12.5	-	-	0.9
FINANCE	18	6 33.3	10 55.6	2 11.1	-	-	-	1.2
ENGINEERING	60	11 18.3	41 68.3	1 1.7	7 11.7	-	-	0.9
PRODUCTION	46	13 28.3	28 60.9	2 4.3	3 6.5	-	-	1.1
PURCHASE & STORE	13	6 46.2	6 46.2	-	1 7.7	-	-	1.3
PROJECT	12	1 9.1	8 72.7	1 9.1	1 9.1	-	1 8.3	0.8
MANAGEMENT	12	3 25.0	9 75.0	-	-	-	-	1.3
OTHERS	-	-	-	-	-	-	-	-
N A	18	4 22.2	11 61.1	1 5.6	1 5.6	1 5.6	-	0.9

The present retirement benefits (gratuity, pension, PF, etc.) in HMT are better than those at other companies.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	2 0.8	21 8.4	50 20.1	160 64.3	16 6.4	4 1.6	-0.7
PS GRADE...D G M (PS VI)	177	1 0.6	15 8.6	36 20.6	110 62.9	13 7.4	2 1.1	-0.7
J G M (PS VII)	51	1 2.0	4 8.2	10 20.4	32 65.3	2 4.1	2 3.9	-0.6
G M (PS IX)	14	-	-	4 28.6	9 64.3	1 7.1	-	-0.8

In order to provide for the life-time welfare of employees, supportive measures for retired employees such as WETAX should be introduced.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	43 17.3	176 70.7	21 8.4	8 3.2	1 0.4	4 1.6	1.0
PS GRADE...D G M (PS VI)	177	33 19.0	120 68.0	16 9.2	5 2.9	-	3 1.7	1.0
J G M (PS VII)	51	7 14.0	37 74.0	4 8.0	1 2.0	1 2.0	1 2.0	1.0
G M (PS IX)	14	1 7.1	12 85.7	1 7.1	-	-	-	1.0

5. Answers Concerning Promotion

A G E

F2 & F3	S A M P L E	B E L O W 3 5	B E L O W 4 0	B E L O W 4 5	B E L O W 5 0	B E L O W 5 5	5 5 A N D O V E R	N A	M E A N
TOTAL	253	1 0.4	15 6.0	57 22.6	75 29.8	73 29.0	31 12.3	1 0.4	47.8
PS GRADE: D G M (PS VII)	177	-	6.2	11 27.7	49 32.2	57 28.0	14 7.9	-	47.0
J G M (PS VII)	51	-	-	6 11.8	13 25.5	21 41.2	11 21.6	-	50.5
G M (PS IX)	14	-	-	-	-	4 28.6	6 42.9	-	53.1

YEARS IN PRESENT GRADE

	S A M P L E	B E L O W 1	B E L O W 2	B E L O W 3	B E L O W 4	B E L O W 5	B E L O W 6	B E L O W 7	B E L O W 8	B E L O W 9	9 A N D O V E R	N A	M E A N
	253	32 12.7	55 21.9	49 19.5	75 29.9	18 7.2	14 5.6	3 1.2	1 0.4	1 0.4	3 1.2	2 0.8	2.6
D G M	177	26 14.8	41 23.3	35 19.9	55 31.3	11 6.3	6 3.4	-	-	1 0.6	1 0.6	1 0.6	2.3
J G M	51	4 7.8	11 21.6	6 11.8	14 27.5	5 9.8	7 13.7	3 5.9	-	-	1 2.0	-	3.5
G M	14	1 7.1	2 14.3	3 21.4	5 35.7	-	1 7.1	-	1 7.1	-	1 7.1	-	3.4

YEARS OF SERVICE IN HMT

	S A M P L E	B E L O W 5	B E L O W 1 0	B E L O W 1 5	B E L O W 2 0	B E L O W 2 5	B E L O W 3 0	B E L O W 3 5	3 5 A N D O V E R	N A	M E A N
	253	9 3.6	6 2.4	15 6.0	49 19.6	67 26.8	77 30.8	25 10.0	2 0.8	3 1.2	21.9
D G M (PS VII)	177	3 1.7	4 2.3	8 4.5	46 26.1	52 29.5	50 28.4	13 7.4	-	1 0.6	21.6
J G M (PS VII)	51	1 2.0	1 2.0	4 7.8	3 5.9	12 23.5	3 41.2	9 17.6	-	-	24.1
G M (PS IX)	14	2 15.4	1 7.7	-	-	1 7.7	5 38.5	2 15.4	2 15.4	1 7.7	24.2

5. Answers Concerning Promotion

I would like to work with HMT till i retire.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	51 20.3	118 47.0	57 22.7	22 8.8	3 1.2	2 0.8	0.8
PS GRADE ·· D G M (PS VI)	177	32 18.3	88 50.3	36 20.6	16 9.1	3 1.7	2 1.1	0.7
J G M (PS VII)	51	11 21.6	20 39.2	16 31.4	4 7.8	-	-	0.7
G M (PS IX)	14	5 35.7	5 35.7	4 28.6	-	-	-	1.1

In HMT, acceptance of leadership is based on the individual's knowledge and skills and not on age or in position in the hierarchy.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	5 2.0	140 55.3	21 8.3	82 32.4	5 2.0	-	0.2
PS GRADE ·· D G M (PS VI)	177	4 2.3	93 52.5	16 9.0	59 33.3	5 2.8	-	0.2
J G M (PS VII)	51	1 2.0	31 60.8	3 5.9	16 31.4	-	-	0.3
G M (PS IX)	14	-	9 64.3	1 7.1	4 28.6	-	-	0.4

The criteria for promotion should be improved so as to be made more objective.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	36 14.3	196 78.1	3 1.2	16 6.4	-	2 0.8	1.0
PS GRADE ·· D G M (PS VI)	177	28 16.0	135 77.1	1 0.6	11 6.3	-	2 1.1	1.0
J G M (PS VII)	51	6 11.8	42 82.4	1 2.0	2 3.9	-	-	1.0
G M (PS IX)	14	2 14.3	9 64.3	1 7.1	2 14.3	-	-	0.8

6. Answers Concerning Rotation, Transfer, CDP

A system of more frequent job rotations and shifts should be introduced.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	31 12.4	135 53.8	12 4.8	69 27.5	4 1.6	2 0.8	0.5
DEPT.....MARKETING & SALES	50	7 14.0	25 50.0	4 8.0	12 24.0	2 4.0	-	0.5
PERSONNEL	24	4 16.7	15 62.5	1 4.2	4 16.7	-	-	0.8
FINANCE	18	2 11.8	8 47.1	1 5.9	6 35.3	-	1 5.6	0.4
ENGINEERING	60	9 15.0	35 58.3	5 8.3	11 18.3	-	-	0.7
PRODUCTION	46	5 10.9	22 47.8	-	18 39.1	1 2.2	-	0.3
PURCHASE & STORE	13	-	6 46.2	-	7 53.8	-	-	-0.1
PROJECT	12	1 9.1	6 54.5	-	4 36.4	-	1 8.3	0.4
MANAGEMENT	12	1 8.3	7 58.3	-	3 25.0	1 8.3	-	0.3
OTHERS	-	-	-	-	-	-	-	-
N A	18	2 11.1	11 61.1	1 5.6	4 22.2	-	-	0.6

People with specialized skills need to be rotated so that they get an overall experience of other related functional areas.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	33 13.1	163 64.9	10 4.0	41 16.3	4 1.6	2 0.8	0.7
DEPT.....MARKETING & SALES	50	6 12.0	34 68.0	4 8.0	6 12.0	-	-	0.8
PERSONNEL	24	3 12.5	18 75.0	1 4.2	2 8.3	-	-	0.9
FINANCE	18	1 5.9	11 64.7	-	5 29.4	-	1 5.6	0.5
ENGINEERING	60	10 16.7	36 60.0	2 3.3	10 16.7	2 3.3	-	0.7
PRODUCTION	46	6 13.0	32 69.6	1 2.2	6 13.0	1 2.2	-	0.8
PURCHASE & STORE	13	1 7.7	9 69.2	1 7.7	2 15.4	-	-	0.7
PROJECT	12	3 27.3	4 36.4	-	4 36.4	-	1 8.3	0.5
MANAGEMENT	12	1 8.3	9 75.0	1 8.3	-	1 8.3	-	0.8
OTHERS	-	-	-	-	-	-	-	-
N A	18	2 11.1	10 55.6	-	6 33.3	-	-	0.4

6. Answers Concerning Rotation, Transfer, CDP

Most of the workers in our unit would not accept new assignments associated with a change of residence.

F1 & F11 & F12 & F13	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
LOCATION BANGALORE	123	32 26.0	63 51.2	8 6.5	20 16.3	-	-	0.9
HYDERABAD	37	10 27.0	25 67.6	-	2 5.4	-	-	1.2
PINJORE	17	4 23.5	12 70.6	-	1 5.9	-	-	1.1
KALAMASSERY	24	10 41.7	13 54.2	-	1 4.2	-	-	1.3
AJMER	9	3 33.3	6 66.7	-	-	-	-	1.3
TUMKUR	10	2 20.0	6 60.0	1 10.0	1 10.0	-	-	0.9
RANIBAGH	5	2 40.0	2 40.0	1 20.0	-	-	-	1.2
AURANGABAD	2	-	2 100.0	-	-	-	-	1.0
CHO HMT (I)	26	11 42.3	14 53.8	-	1 3.8	-	-	1.3

The criteria for manpower allocation/transfer/rotation in HMT are not clear.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	42 16.9	173 69.5	5 2.0	28 11.2	1 0.4	4 1.6	0.9
PS. GRADE . . . D G M (PS VI)	177	27 15.5	124 71.3	4 2.3	19 10.9	-	3 1.7	0.9
J G M (PS VII)	51	14 28.0	33 66.0	-	3 6.0	-	1 2.0	1.2
G M (PS IX)	14	-	9 64.3	-	4 28.6	1 7.1	-	0.2

Individual career development plans should also be considered while allocating jobs to people within the Manpower Plan.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	46 18.4	201 80.4	1 0.4	2 0.8	-	3 1.2	1.2
PS. GRADE . . . D G M (PS VI)	177	36 20.7	136 78.2	1 0.6	1 0.6	-	3 1.7	1.2
J G M (PS VII)	51	7 13.7	43 84.3	-	1 2.0	-	-	1.1
G M (PS IX)	14	1 7.1	13 92.9	-	-	-	-	1.1

6. Answers Concerning Rotation, Transfer, CDP

The current system of career development should be revised to make it more objective.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	29 11.6	202 80.8	8 3.2	11 4.4	-	3 1.2	1.0
PS GRADE: D G M (PS W)	177	21 12.0	141 80.6	5 2.9	8 4.6	-	2 1.1	1.0
J G M (PS W)	51	5 10.0	40 80.0	2 4.0	3 6.0	-	1 2.0	0.9
G M (PS K)	14	-	13 92.9	1 7.1	-	-	-	0.9
OTHERS	8	1 12.5	7 87.5	-	-	-	-	1.1
N A	3	2 66.7	1 33.3	-	-	-	-	1.7

The current system of career development should be revised to make it more discerning - to identify high fliers.

F2 & F3	S A M P L E	S A	A	N S	D A	S D	N A	M E A N
TOTAL	253	26 10.4	183 72.9	16 6.4	25 10.0	1 0.4	2 0.8	0.8
PS GRADE: D G M (PS W)	177	19 10.9	125 71.4	13 7.4	18 10.3	-	2 1.1	0.8
J G M (PS W)	51	6 11.8	36 70.6	2 3.9	6 11.8	1 2.0	-	0.8
G M (PS K)	14	-	14 100.0	-	-	-	-	1.0
OTHERS	8	1 12.5	5 62.5	1 12.5	1 12.5	-	-	0.8
N A	3	-	3 100.0	-	-	-	-	1.0

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