

CASE CODE 09

MEIN KAMPF (A)

I tell you, I just could not sleep that night," said Anand to his friend Avinash Jacob, remembering the day he resigned from Takshila Chemical Industries Ltd. (TCIL). "Takshila was the organisation I loved to serve although I must admit that most of the years I worked there, I was unhappy with the job and my placement, except in the last few months of my stay in the company. I resigned not because I was too ambitious but more due to the humiliation. I suppose it all started from the hostile attitude of the Personnel Department. Indeed, to quote one Senior Executive of the Company, 'It is not personnel department but anti-personnel department.' I do not know how it is in the other public sector companies but in TCIL it was not uncommon. Believe me we had a very enlightened top management, which worked on the principles of what best can be done for the people within the policy guidelines; but the personnel departments in various units worked on the principle of how much the people can be deprived within the guide lines from the Corporate Office. Exceptions were of course made but for pressure groups and close buddies, usually not for genuine cases".

"Your narration resembles a melodramatic Hindi film. I am getting more curious about the whole thing. Why don't you tell me all that happened," said Avinash Jacob. Anand then narrated the events that took place in the last six years of his stay in TCIL.

Brief History of TCIL

Takshila Chemical Industries Ltd. was established in early 60's as a large public sector company with several foreign collaborations for its manufacturing plants at Calcutta, Baroda, Bilaspur and Tekdi. Each plant had independent collaboration with four different countries, although there was lot of commonality in the products of the four plants. The plants were headed by General Managers. Although the Board was common, each plant was almost an Independent company, as there was no full time director including the Chairman. These plants decided on their own the requirement of people, expansion of products lines, diversification moves, production targets etc. The headquarter staff was skeleton, to cater to the requirement of a registered office, preparation of annual reports, and to meet whatever legal and ministerial requirement arose. It did not assume the role of an integrator, or corporate policy formulator.

In 1968 Mr. Kalyansundram who was earlier General Manager of Bilaspur Plant, the most successful plant in terms of economic performance was appointed as a full time Chairman and Managing Director. Along with him two more Senior Executives, Mr. Verma from Tekdi plant and Mr. Desai from Bilaspur plant, were appointed as full time directors, the former was designated as Director (Personnel) and the latter as Director (Finance). TCIL thus had a set of full time directors

Prepared by Prof. Krishna Kumar

The Case Material is prepared as a basis for class discussion. Cases are not designed to present illustrations of either correct or incorrect handling of administrative problems. All names have been disguised.

for the first time. The head office gradually changed its role to that of an integrator. Together the directors made a team of highly enlightened top management, having vision and creativity so critical for any top management team to provide to the organisation the desired growth and prosperity. They spent enough time analysing the overlapping of product lines and decided to rationalise it. They also had a fresh, critical look at the organisation, its strengths, potential and lacunae and brought out a document for long term organisational growth and development which they named "Outline of a Corporate Plan". They realised the unbalanced deployment of manpower in various plants, caused by indiscreet growth of manpower at one plant and disproportionately low manpower at another. They attempted rationalisation in manpower as well. As a result of this there was large scale shifting of manpower from one place to another. In 1971 Anand was also transferred from Baroda plant, where he was working as a development engineer to Tekdi plant, as Commercial Engineer.

Human Orientation of the Top Management

One of the unique features of the top management was its orientation towards human asset. It believed in human asset as one of the critical factors for success of the organisation's growth plans. Major changes were made in personnel policies to induce people to give their best. The head office, now retitled as Corporate Office, had two new departments, namely, Corporate Personnel and Corporate Planning and Development. Corporate Personnel was headed by Director Personnel under whom was a Senior Executive designated as Chief (Personnel Planning and Career Development). The company introduced several professionals (qualified persons) in management field at its corporate office in the two departments. The top management team believed that "training and retraining facilities have to be frequently upgraded to meet the changes in requirements".

The Chief(Personnel Planning and Career Development) was virtually the Executive Head of Corporate Personnel Department, under the director (Personnel). He was instrumental in reshaping the Corporate Personnel Policies in tune with the progressive views of the top Management.

The Corporate Personnel staff was gathered from qualified professionals from outside as well as the operating people with progressive outlook. It did not call anyone from personnel departments of the manufacturing plants. Unlike the Corporate Personnel department, the personnel departments at plant level virtually did not have any professionals. The officers in these departments comprised almost entirely of promotes from the cadres of upper division clerks, and stenographers working in different departments. "In a company comprising highly technical people, it was only non-technical department," commended an insider.

Revision of a personnel policy

Soon after resuming duties at Tekdi Plant, Anand ran into problem with the personnel department. One unit of TCIL had some vacancies in the Commercial Department for which it invited applications from those who had relevant experience, for a post which was in a grade just above the one in which Anand was working. Along with others Anand also applied as both in terms of qualifications and experience he was eligible.

His application was, however, returned by the personnel department with the remarks "since you are under bond your application cannot be forwarded." Anand was upset. He met the Chief of Personnel of Tekdi Plant, Mr. Subodh Verma and argued that while those who were less qualified

and less experienced than him. Could ge their applications forwarded, why his application could not be forwarded. Mr. Subodh Verma refused to intervene. A heated discussion followed.

Anand, "The bond is only for serving jeer. You cannot deny me all the opportunities in the name of the bond. How could those who were rejected at the time of our selection and as a mercy were offered a job in junior officer cadre, be allowed to supersede us without we being given even an opportunity to compete with them again."

Mr. Subodh Verma, "Well it is a question of policy".

Anand, "How can your policies aim at super session of the more meritorious by the less meritorious ones?"

Mr. Subodh, "I don't make policies. I am here to implement them. Policies are made at Corporate Office".

Anand, "Then why don't you let the Corporate Office decide the issue? I will make a request to the Director (Personnel) for it, provided you agree to forward it".

Mr. Subodh Verma agreed to do so. Anand then enquired about the reference of the policy statement from Mr. Subodh. Mr. Subodh advised the personnel officer, Mr. Dukhad, who was also present there, to give the details. Later on Mr. Dukhad told Anand to give the letter which he would forward and that Mr. Anand need not give any reference to the policy.

Anand started wondering if at all there was any such policy. He, however, gave the necessary letter (see exhibit I).

Three months later the policy was revised, and it was decided to forward all_the applications for internal vacancies whether the applicant was under -hny bond or not. Mr. Subodh Verma was pulled up by the Director (Personnel) for not forwarding the letter. It was a rude shock to Mr. Subodh as he had been rejecting all such applications for the last several years.

Deputation of Anand for Higher' Studies

With the introduction of the Corporate Plan, there were several innovations attempted in the professionalisation of the corporate staff. For the first time since the inception of the company a new breed, the qualified management graduates from various management institutes of the country were recruited for Corporate Office and Plant. Taking a cue from the changed patterns of manpower requirements, Anand too appeared in a competitive examination for admission in a prestigious doctoral course at one of the leading management institutes. At the time of joining he was a graduate chemical engineer. In his tenure of 5 years till date he had completed mechanical engineering and was also completing the cost accounting course conducted by the ICWA of India. He was thus one of the most qualified persons among those engineers who joined the company with him.

When Anand received the admission letter, he made a request for deputation to the course on 28.04.72 (see exhibit II). The application was forwarded by his departmental head to the Chief of Personnel, Mr. Subodh Verma. There was no action on that till June 22, 1972. In the meantime the matter had come to the knowledge of the Chairman of TCIL through some of Anand's colleagues when the Chairman

visited Tekdi Plant. He promised to do whatever was possible for sending Anand to the valuable course and advised his colleagues to ask Anand to meet the Chairman. Anand was away on tour. However, as soon as he received the message he rushed to the Chairman. But as luck would have it, the Chairman had gone abroad in the meantime for negotiating a technological collaboration.

Anand was in a fix. On the one hand he thought he must take the matter up, as the Chairman himself had advised. On the other hand, others in the official channels said there were no rules for such a deputation. He wondered as to how he should force the formal channels to accept the argument of the Chairman's desire for it. He discussed with Mr. Subodh Verma who was not only indifferent but appeared to be little hostile to him.

Mr. Subodh, "I cannot accept this application as you have sought admission on your own. Why the hell did you not apply through proper channel for the sponsorship? Also there are no rules for higher studies."

Anand, "It is not a usual management development programme in which whomsoever you sponsor is accepted. I had attended the admission test only to be eligible for being sponsored. Is it not ironical that if I have reduced your botheration of formalities upto this stage, you are getting annoyed instead of appreciating it. Moreover, would you like that a person whose application is forwarded, does not get admission because he has failed in the highly competitive admission examination. Would you like to tarnish the image of our company by sponsoring candidates who are not even found suitable for admission? Now that I am eligible you can, if you wish, sponsor me for the programme. So far the rules are concerned, the Chairman has promised to help".

There was no effect on Mr. Subodh Verma, who remained indifferent, and kept the whole matter buried.

Anand contacted the Chief of Personnel at the Corporate Office who was more polite but told Anand that although he was aware of Anand's case, but since the company had a decentralised setup he could not intervene, unless the matter was referred to the Corporate Office.

By June 18th, Anand was fed up with the issue hanging in the air. The prevailing uncertainty was not allowing him to concentrate in his work. Talking to friend he said, "I am feeling bitter that such an opportunity is slipping away, but I cannot exploit it, simply because I do not want to resign, as I wanted to continue. in an organisation which I liked and wanted to serve in the future too."

Anand then wrote a letter addressed to the Chairman of TCIL (see exhibit III) requesting to expedite decision on his application (which was pending with Mr. Subodh) for sponsoring him to the course and sent it through proper channel.

Anand's immediate boss called him and said, "Anand, you better resign and go. I have been in this plant for several years. You are unnecessarily breaking your head against a wall and missing the 'once in a lifetime' opportunity. The last date (1st July) is approaching fast. If you do not resign right now, you would not even get released in time. I know you will have to pay some bond money. But don't worry I will do it. But never mind, you resign and request for an early release."

Anand was, however still averse to resigning. He replied, "I thank you for your kind advice but I am not going to resign. Why should I resign when I want to serve this organisation. I joined here as a matter of choice not just to get an employment. I want to go for higher studies even at my cost to serve the

organisation in a better way. I want to prepare myself for the opportunities for growth, which are going to be plenty in view of the Corporate plan announced. If the organisation feels the course is not useful, why should I spend my time over there?"

His superior, however, was not convinced. He said, "I only feel pity for you. You really don't know how much you are going to lose in your life by letting this opportunity slip away. Well you are the best judge. I can only wish you good luck"

The going was not as smooth with the departmental head Mr. Ghosh who said:

"Anand, have you gone mad? You are approaching the Chairman directly. Are you crazy? I am not going to forward it. Only few months back you applied for a post in another plant. Now you want to go for a course to make a Career elsewhere. You have no loyalty to the organisation. You don't want to serve here".

Anand felt too bitter and unable to control himself he said, "Sir, is there any harm in dreaming for growth? Who does not want it? Don't you? Did you not come here from another organisation? Why? Even now, would you like to stagnate at this post? If you can promise to do so I swear I will serve here and work you all along. Regarding whether you will forward it or not, let me tell you I am applying because the Chairman has promised to help.. Whether to forward it or not is your discretion. But if it is not forwarded I am going to DGM (Commercial). If he also does not forward, I will go to the corporate office (as G.M. is *away* for a fortnight) and tell the Chairman that no one bothers about what he says".

Mr. Ghosh stared at Anand, took the phone and dialed Mr. Subodh Verma's number.

Mr. Ghosh: "Mr. Subodh, our Mr. Anand Agarwal had requested for sponsorship to a doctoral course in management. He has written a letter to the Chairman. He says there is no reply to his application despite almost two months having passed."

Mr. Subodh, "Yes, I have not replied, I have told him verbally that he can't go".

Mr. Ghosh "But Mr. Subodh you must send a formal reply. If you had regretted he could have resigned and gone. You are keeping the application pending and given the impression that the matter is under consideration. Further Anand pleads that there is some provision for higher studies. I advise you to please send a formal reply quickly"

Mr. Subodh, "Well, whatever I had to *say* I have said. I am not going to *clb*.anything more. Now you do whatever you feel like".

Mr. Ghosh was upset and visibly felt offended by the treatment he received from Mr. Subodh Verma who was hierarchically at the same level as he himself. In a fit of disgust he advised Anand:

"Anand, you go and meet the D.G.M. (Administration) directly as our D.G.M. is out of station, and tell him the whole story".

Anand then rushed to the office of the D.G.M. (Administration), to whom the Chief of Personnel was reporting. As he entered the D.G.M.'s room after being called in, the D.G.M. (Administration), Mr. Samant said: "I am sorry Anand. Mr. Subodh has told me the whole issue and we are unable to help you as there is no way to help you out".

Anand was shocked at the response as Mr. Samant told him all this even before he could reach Mr. Samant and wish him, which was very much unlike him. Before being promoted a DGM (A) he was Works Manager and was known for his polished behaviour. Anand wished him and after a pause proposed: "Sir, may I make a point?"

Mr. Samant "Oh, sure, please have a seat".

Anand, "Sir, I understand in the Board Meeting number 15, 1965, some provision has been made for higher studies. It appears Mr. Subodh is not aware of it".

Mr. Samant was taken aback. Irritated he called Mr. Subodh on the phone (shouting): "Mr. Subodh how dare you mislead me. You told me there is absolutely no provision to help Mr. Anand and he says the company does provide for it. What- is wrong with you?"

Subodh Verma, "I am sorry Sir, I was not aware of it. I shall be sending the matter for clarification to the corporate office".

Mr. Samant then apologised to Anand that he was misinformed. Anand then requested: "Sir, you know it is already too late. Today it is 24th of June. If the corporate office allows me to go but the intimation comes to us say on 4-5 July what is the use. I can't reach and join the course because, I understand, the institute does not allow late registration under any circumstances. Can I take the letter seeking clarification myself to corporate office. I am prepared to bear the expenses personally to expedite the decision. If it is okay I will pack up and go. If it is not, I will be here anyway".

Mr. Samant agreed and advised Mr. Subodh Verma to hand over the letter to Anand. Mr. Subodh was a little apprehensive and pleaded. "Sir, I am sending a person just now"

"Three days passed and there was no reply". Anand recalled, "On 26th and 27th Corporate Office could not be contacted as neither telex nor telephone was working. 28th came, it was Saturday. I lost all hope. I cursed myself why did I have this much faith in management. Is this organisation worth serving? Does loyalty have any relevance? Should I not have resigned and made my career?"

Around 3.30 p.m. on 28th June, however, he received a letter from the personnel department, intimating the clearance from the corporate office to enable him to proceed for the course. The letter is reproduced on page 298.

TAKSHILA CHEMICAL INDUSTRIES LIMITED
TEKDI PLANT
Inter Office Memorandum

From:
Personnel Officer (OE)
Our Ref No. P-24/1/729
dated 28.6.1972

To:
Shri Anand Agarwal
Commercial Engineer

Your Ref No. Date:
Through: D.G.M. (Commercial)

Please refer to your application dated 28th April, 1972 and application date 18th June, 1972,

addressed to our Chairman.

The matter has been examined: While we have no objection to keep a lien for the duration of the programme, it will not be possible for us to pay your salary and allowances for the period you will be away from TCIL. Since you are under bond at present, it is made clear to you that after completion of the course, you will be required to put in the unexpired period of the bond which has been executed by you.

The above bears the approval of the competent authority.

(B.L. Dukhad)

Personnel Officer (OE)

Anand came to know later, however, that the clearance was given by the Chairman, much against the wishes of the Director (Personnel). Anand then approached the D.G.M. (Commercial) for his release who advised him that the release order could be obtained from Personnel Department.

Anand approached Mr. Subodh Verma for his release order, who was with Mr. Samant, the D.G.M. (A). Mr. Subodh refused to do the needful on the ground that no staff was available, as it was already 4.30 p.m. and his office was closed.

Anand could not contain himself. He flared up, "Mr. Subodh, I am noticing that all along you have been putting hurdles. Now you are saying that the office is closed. But who is responsible for it? I had applied for the sponsorship on 26th April. You slept over it for two months. Rest assured if I am not relieved right now I am going to seek compensation for all that you have done to me".

"It unnerved him, I must say," Anand recalled. With his finger shaking he wrote to the D.G.M. (Commercial) whom Anand approached for release at 4.30 p.m. when the office was closed. D.G.M. (C) may kindly release him. Formal release order will follow in due course".

D.G.M. (C) was too happy that finally his man was' able to get through, blessing him, he released Anand immediately. Anand left for the course within 12 hours i.e. on 29th June, at 5.00 a.m.

Recalling, Anand said, "The orders came in critical time. A' delay of even one day would have deprived me of the opportunity. What surprised me' was that it took top management very little time to decide a case on which the plant personnel department slept for two months. I was happy as loyalty had paid. I could go for a course for which everyone was pessimistic. The only hope that kept me alive throughout was that there is a chance until it is a final no".

Anand was able to reach the Institute and register himself for the course in time. He wrote to Chief (Personnel, Planning and Career Development) thanking the management for the kind gesture. Chief (PP & CD) was happy that management of TCIL had been able to help him. Acknowledging Anand's letter he wrote.

Dy. General Manager (PP & CD)

D 0 Nd. TCIL/CRP/6686

Date: 10.7.1972

Dear Shri Anand,

Thanks for your letter dated 2nd July, '72. We are extremely happy that you could finally join the Institute in time. We wish you all the success. Kindly keep us posted with further progress and for any assistance if need be.

With best wishes,

Yours sincerely,

Sd/-
(S K Waghela)

Request for Financial Assistance

Soon after joining the Programme, Anand realised that it might not be possible for him to pull on for long on the meagre 'fellowship' he received. He tried his level best but the expenses were so high that by the end of the second month he was unable to make both ends meet. His family background did not provide any cushion to fall back upon. The financial crisis increased his tension, which was already high because of rigorous studies. This gradually started affecting his performance. In the first examination he performed so badly that his confidence was shaken, although he was not so poor a performer as compared to the class average. Uncertainty loomed large and he started wondering whether he would be able to complete the course successfully at all. Analysing the reasons, he said, "I realised that if the financial problems continued, not only would I not be able to improve my performance, but the tension might result in a nervous breakdown". He felt he would have to decide whether to continue or not. Finally, before deciding in favour of quitting the course, he thought he would try out all the avenues. Accordingly he wrote a letter to the Chairman requesting him for financial assistance. (See exhibit IV).

Although Anand was not very hopeful of the outcome and was preparing himself mentally for quitting, he received a somewhat encouraging reply from the Special Assistant to the Chairman, which read as:

D O No. TCIL:GEN: 11822
Dated: 23.9.1972

Dear Shri Anand Agarwal,

Kindly refer to your letter dated 19.9.72. The Chairman has also seen your letter and has felt that suitable measures could be taken for meeting the requirement of TCIL engineers going on study leave. We will write to you shortly in this connection.

Yours sincerely,

Sd/-
(Vinod Dave)

This letter put Anand once again in a fix. The new academic term was to start. His financial position

had deteriorated further. However, on the basis of the above letter he decided to take a risk and give one more chance to his luck.

Months passed and there was no news. Anand was getting worried over how to feed his family. In the most distressing situation he received a letter from the D.G.M. (Personnel, Planning and Career Development) It read as below.

*Dy. General Manager
(PP & CD)*

*D 0 No. TCIL/CRP/16868
Ds. 6th December 1972*

Dear Shri Anand,

I feel sorry that I could not reply to you earlier in connection with financial assistance from the company of your continuance of study at the Institute of Management. I was waiting for the opportunity for some decision from the management and hence the delay. I am pleased to state that the Chairman has kindly agreed in principle and we are trying to process the case. I hope you will be benefited to some extent and therefore I shall request you to continue your study without mental disturbance. I shall get in touch with you once again by the end of December, when I think the matter will take some shape.

With best wishes,

Yours sincerely,

*Sdl-
(S K Waghela)*

By the middle of January 1973 Anand was informed that the management had granted him an ad hoc study leave allowance, which was sufficient for him to pull on.

"This gave me a shot in the arm". Anand recalled. "Free of the other tensions I could devote myself to studies with concentration. This did help me in improving my performance. I was 10th in a batch of 11 doctoral students on the basis of results of the 1st examination. I passed out 4th at the end of the 1st year. Tell me Avinash with the timely help that TCIL gave me on different occasions, could I ever think of leaving TCIL?"

Anand was only too happy to inform about his performance to the management. He wrote to the Chairman, the Directors and the Dy. General Manager (PP & CD), all of whom responded, congratulating him. "I was moved as to how much these people cared for me", Anand said.

The Chairman wrote:

Dear Anand,

I am very glad to know that you have passed the first year of your management studies. I could not reply earlier as I was on tour for a long time.

I wish you success in the ensuing exams, too.

With best wishes,

Yours sincerely,

Sd/-
(S Kalyansundaram)

The greetings of D.G.M. (PP & CD) on the second year examination indicated the desire of the management to put the qualification to the best use. He wrote:

Dy General Manager (Personnel)
D 0 TCIL/CRP/GEN
Date 28.4.1974

Dear Shri Anand Agarwal,

Thanks for your letter dt: 23.4.74. I am extremely happy to note that you have successfully completed the 2nd year of the course. I have great hopes of your success in the final examination and look forward for the same in the next year.

At the same time I may advise you to think of your future plans, in other words in which area you would like to work on your return, so that we may create the position accordingly.

With regards,

Yours sincerely,

Sd/-
(S K Waghela)

In the meantime the management of TCIL was framing study leave rules for its employees who wished to go for higher studies. However, Anand was not aware of it. At the end of his two years, in July 1974, he received a pleasant surprise in the form of a telegram from the D.G.M. (C) to Tekdi Plant which read as:

**"CONGRATULATIONS ON PROMOTION TO THE NEXT
GRADE. ORDER ENCLOSED WITH POST COPY: D.G.M. (C)"**

The promotion order was in the following form:

TAKSHILA CHEMICAL INDUSTRIES LTD.
(Personnel Department)
TEKDI PLANT

No. P124/1/12025

June 25, 1974

OFFICE ORDER

Shri Anand Agarwal, Staff No. 12025, working in the scale of Rs. 725-1325 is hereby promoted to the scale of Rs. 1050-1650 with effect from 25.6.1974.

On promotion his pay will be fixed in accordance with the normal rules. He shall remain posted in his existing department.

This bears the approval of the competent authority.

*Sd/-
(B L Dukhad)
Personnel Officer (EOE)*

On seeing the Office Order, Anand felt that there was an error in it. He knew the policy of the company that the promotion from his grade to the next was due in four years which were completed in, 1973. But, as he had proceeded for study on completion of three years he was not eligible. However, if the period of his study was also considered then he should have been given promotion with retrospective effect i.e., w.e.f. June 1973. He was informed by one of his colleagues that he has received a copy of the Chairman's policy statement on promotion, which indicated that normally those who complete four years service in the grade should be promoted to the next grade. There could be dropouts (around 5% to 10%). But in all such cases the matter had to be brought to the knowledge of the corporate office. The reason for dropout from normal promotion was also to be communicated to the person. Anand had not been given any such indication.

He then wrote to the Personnel officer concerned: *Dear Mr. Dukhad,*

Your letter dt: 25th June, 1974 came to me as a pleasant surprise and I thank you for the same. What bugged me, however, is that by virtue of this promotion I have become junior fo my own colleagues, all of whom have been promoted in June 1973. I came here on lien in June '72 and as such, having completed only three years service, I was not eligible for promotion. Apparently you have considered the period of my stay here also. If this be the case my promotion should have been done with retrospective effect from June 1973. Kindly let me know the mechanism of my promotion. You will appreciate that it will be very humiliating if I am made junior to my other colleagues by virtue of my acquiring additional qualifications which commands high value in the market, particularly even when those who had poor performance reports than me have been promoted last year.

Kind regards,

*Yours sincerely, .
Sd/-
Anand Agarwal*

Anand received the following reply.

*D O No. P. 24/ 1 / 12025
Date: 22.8.1974*

*Dear Shri Agarwal,
Thanks for your letter dt. 1.7.74.*

Though you were on study leave, we have considered your case for promotion as Senior Engineer and have issued the orders effective from 25th June 1974. This has been done in accordance with the study rules, framed by the company according to which during the period of training seniority is protected. On your return you are required to execute a Bond to serve TOIL for a period of three years. This bond will commence from the date your earlier bond of five years (commenced in 1969) expires.

Regarding your request for protection of seniority, vis-a-vis your colleagues who have been promoted in June 1973, I suggest you may kindly discuss the matter with us on your return when action in accordance with the rules will be taken.

Please let us know when you propose to join as we are very anxious to have your company. Also let us know if we could be of any service to you.

With best wishes,

*Yours sincerely,
Shc-
(B L Dukhad)*

"I kept quiet," Anand told Avinash, "thinking that the matter will be settled when I join back. After all how could I press for the issue unless I proved my loyalty by joining back, and I had no reason to expect injustice from a management which cared so much for its people".

Things did not remain the same, however. In 1974 the Chairman quit the company. The next Chairman did not last longer. The DGM (PP & CD) Corporate Office was back in the field. Even the Personnel Officer at Tekdi plant who dealt with his case had switched over to another company. "By the time I completed the course all those who had a progressive outlook and knew my case had gone from the scene," said Anand to his friend.

EXHIBIT-1

The Director (Personal)
TCIL
New Delhi

2.1.1972

Through Proper Channel

Dear Sir,

I am approaching you for review of a policy and removal of certain anomalies which appeared in it.

Recently, applications were invited for a post of 'senior Engineer from Baroda Plant. I applied for it as I possessed necessary qualifications and experience. However, my application was returned by the Personal Department, with the comment that it cannot be forwarded as I was under bond. On further discussion with the Chief of Personnel I was told that this is as per our company's rules.

I have my own doubts about existence of any such rules. However, having full faith in our Chief of Personnel, I put forward the following points for your kind consideration.

- i). Should the merit of an individual be considered for a post or the procedures? If merit is the criteria, then the said policy means in effect that those who are not under bond are more competent than those who have executed a bond to serve the company.
- ii). Some of the persons who appeared with us for graduate apprenticeship, but were not found suitable and hence offered the posts of Junior Engineers, have applied and their applications

have been forwarded also for consideration to a senior scale. If they are selected it will mean supersession through procedures. Do you feel it is justified that those who were not selected for the post in E1 grade with us (indeed, they are junior and hence less experienced than us by two years in E1 grade) and supersede us simply because we joined at senior level (for which your policy is to take a bond) while we are being denied even an opportunity to show once again that we were and are still more competent than them?

- iii). Some of us have been working hard, studying further, to improve our merit. I too have taken additional graduate level qualification in mechanical engineering and am completing the final course of cost accounting with this aim. But if it is the procedures and bonds which are going to decide our career and not merit then what is the incentive left for such efforts? You would realise that no one will then like to make efforts on his own to acquire knowledge, expertise and experience more than the minimum necessary.

I would now request you to please give kind Consideration to the above points and advise necessary modification in the policy if you also endorse these points.

Kind regards,

Yours faithfully,
Sd/-
(Anand Agarwal)

EXHIBIT-2

Anand Agarwal
Commercial Engineer

To
The General Manager
T C I L
Tekdi

Through Proper Channel

Sir,

The Institute of Management, India has recently started a specialist (Doctorate) course in Management, in which they admit very few (say 7-8) persons every year.

With the recent introduction of MBAs in our organisation I felt very much convinced that our organisation does also need specialists in Management at various levels in the organisation.

With an idea of testing my competence for taking up such advanced courses, I approached the Institute. You will be happy to know that with my basic qualifications in chemical and mechanical engineering (and to a certain extent in Cost Accountancy also) and my experience in engineering field at TCIL at Bilaspur and in Commercial field at TCIL, Tekdi, the Institute has found me suitable for such advance courses, after subjecting me for written test and personal interview.

The Institute will now not reject if TCIL wants to sponsor me for the above course, which, in my opinion is very much useful from the view point of our organisation.

I did not move the application for testing my suitability by way of sponsoring simply because

I did not wish to take a chance and tarnish the image of our esteemed organisation by getting its sponsored candidate rejected at any stage. Incidentally, this is perhaps the first case in which the institute has selected a person from any Public Sector Undertaking for the Doctoral course and also I happen to be one of the only three persons in India who have been found suitable for this specialist area.

I know, I cannot ask the company for sponsoring me but if the company feels the need, it can sponsor. I have done my part. What I can do is to assure you that I will continue to serve the company as ever and would not seek any extra benefit if I am sent for the course.

I would now request your goodself to kindly give thought to this opportunity given by the Institute to us and allow me to go for the course.

Thanking you,

Yours faithfully,
Sd/-
(Anand Agarwal)_i

Dated: 28th April '72

EXHIBIT-3

Anand Agarwal
Commercial Engineer TCIL
Tekdi

To
S. Kalyansundaram
Chairman & Managing Director
Takshila Chemical Industries Ltd
New Delhi

June 18, 1972

Through Proper Channel

Respected Sir,

Sub: Doctoral Course in Management at the Institute of Management India

I feel pleasure in informing you that the Institute of Management, has honoured us by offering me admission for the above course.

I have made an application (copy enclosed) to our General Manager requesting him to sponsor me, or permit study leave for the purpose.

He is. However, away now-a-days and the date of commencement of the course i.e. 1.7.72 is coming closer.

Under the circumstances I am approaching you directly for help. In anticipation of a favourable consideration, I have already sent the fees as the extended last ate for the same i.e. 15.6.72 was expiring.

Thanking you in anticipation of an early and favourable reply,

Yours truly,
Sd/-
(Anand Agarwal)

CC: 1. General Manager, TCIL, Tekdi for kind information
2. Chief (Career Planning) for kind information.

Sd/-
(Anand Agarwal)

EXHIBIT-4

Shri S Kalyansundaram
Chairman & Managing Director TCIL

New Delhi
Respected Kalyansundaramji,

I am very thankful to you for allowing me to pursue higher studies in the field of business management. I had thought that I should be able to pursue the course on my own with my sincere efforts and serve my esteemed organisation in a better way.

Of late, however, I am realising the task may not be that easy. I am facing acute financial problems because the meagre fellowship that we get here is too inadequate to cope up with the expenses of studies and family. The tensions caused have started reflecting in my academic performance too. I am in a fix whether to leave the course or not. Before deciding for quitting the course however, I thought it fit to talk to you.

In view of the above, if you feel the course would be useful for the organisation, please extend me some financial help. If you think it is not so, I would quit the course, as I have no intentions to make a career elsewhere after completing the course.

As the problem is becoming acute I would request you for an early reply. With regards,

Yours sincerely,
Sd/-
(Anand Agarwal)