

**An Organization Study Report of Kirloskar Oil Engines Ltd.
(18MBAOS307)**

BY

**Mr. Poudan B.D.
USN 1CR19MBA63**

Submitted to

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI



*In partial fulfillment of the requirement for the award of the degree of
MASTER OF BUSINESS ADMINISTRATION*

Under Guidance of

Dr. Prakash B. Yaragol
Professor



**Department of Management Studies and Research
CMR Institute of Technology**

#132, AECS Layout, Kundalahalli, Bengaluru - 560037

Batch - 2019-21



103579

No. 132, AEC'S Layout
IT, Park Road
Bengaluru 560037
T: +91 80 2852 4466/77
F: +91 80 2852 4630
E: info@cmrit.ac.in
www.cmrit.ac.in

CERTIFICATE BY THE INSTITUTION

This is to certify that **Mr. Poudan B D** bearing **USN 1CR19MBA63** is a bonafide student of Master of Business Administration of our Institution during 2019-21 batch. The organization study report of **KIRLOSKAR BROTHERS LIMITED** is prepared by him under the guidance of **Dr. Prakash B. Yaragol**, Professor, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, affiliated to Visvesvaraya Technological University, Belagavi Karnataka.

Prakash B. Yaragol

Signature of the
Guide

Prakash B. Yaragol

Signature of the
Head HOD Department
Department of MBA
CMRIT-PG Studies
Bangalore-560 037

Sanjay Jain

Signature of the
Principal
Principal
CMR Institute of Technology
Bangalore - 560037

Viva-voce Examination:

Internal Examiner:

Prakash B. Yaragol

[Signature & Date]

Dr. Prakash B. Yaragol, CMRIT, B'lore

[Name, Designation & Affiliation]

External Examiner:

Manjunath S
20/9/2020

[Signature & Date]

MANJUNATHA S, AP, CMRIT

[Name, Designation & Affiliation]

DECLARATION

I, **Mr. Poudan B.D.** bearing **USN 1CR19MBA63** hereby declare that the organization study conducted at **Kirloskar Oil Engines Ltd** is record of independent work carried out by me under the guidance of **Dr.Prakash B. Yaragol.** faculty of M.B.A Department of CMR Institute of Technology, Bengaluru. I also declare that this report is prepared in partial fulfillment of the university Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I have undergone an organization study for a period of four weeks. I further declare that this report is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University /Institution.

Disclaimer

The enclosed document is the outcome of a student academic assignment, and does not represent the opinions/views of the University or the institution or the department or any other individuals referenced or acknowledged within the document. The data and Information studied and presented in this report have been accessed in good faith from secondary sources/web sources/public domain, including the organisation's website, solely and exclusively for academic purposes, without any consent/permission, express or implied from the organization concerned. The author makes no representation of any kind regarding the accuracy, adequacy, validity, reliability, availability or completeness of any data/information herein contained.

Place:
Date: 28/9/2020


Signature of the Student
USN:1CR19MBA11

ACKNOWLEDGEMENT

I acknowledge the deep gratitude to all those who have made organization study successful and helped in preparing the report.

I would like to express my sincere thanks to **Dr.Sanjay Jain**, Principal of CMR Institute of Technology, Bengaluru for his valuable support and guidance throughout the course of organization study.

I am grateful to **Prof.Sandeep Kumar**, HOD of the Department of MBA of CMR Institute of Technology, Bengaluru for his constant motivation and inspiration.

I thank my internal guide, **Dr.Prakash B. Yaragol**, Professor of the Department of MBA of CMR Institute of Technology, Bengaluru for his constant guidance and support throughout the organization study.

Mr. Poudan B.D.
USN: 1CR19MBA63

CONTENTS

Chapter No	Title	Page No.
	Executive Summary	
1	Introduction Introduction about Organisation study Industry Profile	1
2	Organization Profile Background Nature of Business Vision, Mission and Quality Policy Workflow Model Product/Service Profile Ownership Pattern Achievements/Awards Future Growth and Prospects	2
3	Mckensy's 7S Framework and Porter's Five Force Model Mckensy's 7S Framework Porter's Five Force Model	19
4	SWOT Analysis	26
5	Analysis of Financial Statements	30
6	Learning Experience	37
	Bibliography	

EXECUTIVE SUMMARY

Kirloskar Oil Engines Limited, a part of the century old Kirloskar group was incorporated in 15th January of the year 1920. An ISO 9001:2000 certified company manufactures a wide range of pumps, valves, anti-corrosion products, hydel turbines, and other products. It undertakes projects in fluid-handling, turnkey fluid-handling projects in irrigation, power, process, water supply and sewerage, turnkey small hydel projects and protective surface coating. With seven international offices already established, the company continues to be the largest exporter of pumps from India with products being routed to over 70 countries across five continents. Two new joint venture companies were incorporated, viz., Kirloskar Rateau Ltd., a 100% export oriented unit in India and Rateau Kirloskar international, Paris as a marketing company in co-operation with AlstomAtlantique of Paris. Hence it became a subsidiary of the Company since its incorporation on 23rd April of the year 1984. During the year 1986, the company had entered into foreign collaboration agreements with M/s. Oil Tool Specialities Co., U.S.A., for the manufacture of Christmas trees and conventional wellhead assembles and with M/s. Godiva Fire Pumps Ltd, U.K., for the manufacture of fire fighting pumps and also with M/s. Nikkiso Co Ltd., Japan for the manufacture of canned motor pumps. The mobile fire fighting pump sets manufactured in technical collaboration with Godiva Fire Pumps Ltd. U.K. was well received in the market during the year 1988. In the year 1991, the plant for manufacturing submersible pumps under licence from Ebara Italia S.P.A. was erected in Shindewad, near Shirwal. KBL made technical collaborations with world-renowned companies in the year 1994 for manufacture of pumps, machine tools and hermetic compressors. Also in the same year the company received the Export Excellence Award from the Government of India for the seventh year in a row. In the year 1995, KBL had signed a technical collaboration agreement with Corrocoat Ltd. U.K. for the manufacture of anti-corrosion coatings for pumps. For the gateway to enter the power generation sector, the company has signed a co-operation and Technology Transfer agreement with Finmeccahica S.p.A. Azienda Ansaldo of Italy in the period of 1996 for manufacture of steam turbines.

Chapter-1

INTRODUCTION

Kirloskar Oil Engines Limited :

is a pump manufacturing company involved in engineering and manufacture of systems for fluid management. Established in 1888 and incorporated in 1920, KBL is the flagship company of the \$2.5 billion kirloskar group The market leader in fluid management, KBL provides fluid management solution for large infrastructure projects in the areas of water supply, power plants, irrigation, oil & gas and marine & defence. The company engineers and manufactures industrial & petrochemical, agriculture & domestic pumps, valves and hydro turbines. In 2003 KBL acquired SPP Pumps (UK),^[1] United Kingdom and established SPP INC, Atlanta, USA, is as a wholly owned subsidiary of SPP, UK and expanded its international presence. In 2007 Kirloskar Brothers International B.V., The Netherlands and kirloskar Brothers (Thailand) Ltd, a wholly owned subsidiary in Thailand were incorporated. In 2008, KBL incorporated Kirloskar Pompen B.V. which acquired Rodelta Pumps International B.V. in 2015 in The Netherlands. In 2010 KBL acquired Braybar Pumps, South Africa and in 2012 it established a manufacturing facility in Egypt as SPP MENA. KBL has joint venture cooperation with Ebara, Japan since 1988 under Kirloskar Ebara Pumps Ltd. Kirloskar Corrocoat Private Limited is joint venture cooperation with Corrocoat, UK since 2006. KBL acquired The Kolhapur Steel Limited in 2007, Hematic Motors in 2010.

KBL acquired Braybar Pumps South Africa in 2010.

Research and development[edit]

KBL invests in resources on research and engineering. This includes sump model studies, intake studies analysis using computational fluid dynamic techniques, surge analysis, cavitation studies, seismic analysis, vibration analysis, and transient analysis. The company has 17 patents since 2006 and presents various technical papers to as well as at Texas A&M University in the United States

Chapter-2

ORGANISATION PROFILE

BACKGROUND

In 1888, more than 130 years ago, Laxmanrao Kirloskar left his job to get into the business of selling bicycles and windmills with his brothers Rammohanrao and Vasudevrao in Belgaum. As someone who was passionate about machines, Laxmanrao wanted to build his own.



The first product of Kirloskar Brothers.

In 1901, he introduced his first product, the chaff cutter. The company, Kirloskar Brothers, which was the genesis of the \$ 2.1 billion Kirloskar Group, brought out its second product, the iron plough, in 1903

It was a revolutionary product of its time. The prevalent belief then was that the use of an iron plough would poison the soil in the fields. Laxmanrao, nonetheless, persisted and found supporters to sell his plough. And as they say, there was no looking back. It went on to become a tough competitor to the British ploughs.



[A model of the iron plough at the KBL's museum.](#)

In today's days of angel investors that help take businesses to the next level, it is interesting to note that when Laxmanrao was down and out, he too received a similar help, which according to Sanjay Kirlokskar, Chairman and MD of Kirloskar Brothers Limited was no less from an angel.

Sanjay tells me while recalling the past struggles of the people who built this more than 100-year-old organisation. On January 15, 1920, Kirloskar Brothers was officially registered as a legal entity, Kirloskar Brothers Limited. At a grand function on March 10 in Pune to celebrate this milestone, Sanjay Kirloskar had especially invited the descendants of the Ginde family to facilitate them.

The function was also marked by the presence of veteran industrialist Ratan Tata, who unveiled the company's revised 'Code of Ethics' to strengthen its century-old values. Being an Indian multinational firm, Sanjay Kirloskar feels it is important that the company has a uniform code of values and ethics across all its offices everywhere in the world. In fact, most of the promotions and incentives are given on the basis of how high an employee scores in the code of ethics online test



Global leader in fluid pumping tech

A day after the centenary celebrations, I met Sanjay Kirloskar at KBL's office in Pune to talk to about the organisation's past, present, and future. Dressed in a blue shirt with the Kirloskar logo (just like all the other employees), Sanjay Kirloskar exudes a quiet strength. At the same time, he makes his visitors at ease with his unassuming manners. The formal interview quickly morphs into a scintillating conversation where he gives me glimpses of the company's 130-year-long journey, the future ahead, and a peek into his personal life -- the book he is reading and (you will be surprised) the new season of an HBO series that he is eagerly awaiting.

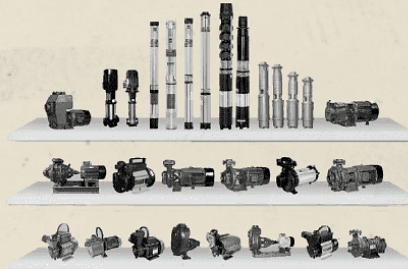
KIRLOSKAR BROTHERS LIMITED

Kirloskar Brothers Limited (KBL) is the flagship company of the \$ 2.1 billion Kirloskar group.

1888 **Established** in: 1888

1920 **Incorporated** in: 1920

Core Business:
Centrifugal pumps,
Valves, Motors,
Turbines,
Pumping Projects



MAJOR MERGERS AND ACQUISITIONS (M&AS)

2003 **KBL** acquires a pump company in UK

2006 **KBL** acquires 100% equity capital in Aban Constructions Pvt. Ltd. (Now known as **Kirloskar Constructions and Engineers Limited**)

2007 **KBL** takes over the management of **The Kolhapur Steel Limited.**

2010 **KBL** acquires 90% shares in Braybar Pumps (Pty.) Limited, South Africa

2015 **KBL** acquires Rodelta Pumps



Dividend

The Board of Directors have recommended Dividend of 125%, Rs 2.50 per equity share for the year 2017-18 (Re 1/- per equity share for 2016-17).



Operations of the Company

Net Profit figures in the last 3-4 years has witnessed a remarkable rise reaching closer to a 10 year high.

The revenue from the operations for the year under review is Rs 19,345.63 million, which is more than 6.12% compared to the previous year.



KBL, the flagship of the \$ 2.1 billion Kirloskar Group, is today one of the most admired engineering firms both in India and the world. Synonymous with pumps, KBL is a global leader in fluid pumping technology. It has 18 manufacturing facilities supplying to more than 165 countries spanning across more than eight sectors, including power, oil & gas industry, building & construction, irrigation, marine & defence, and retail pumps. It has an 80 percent market share in the UK's water companies, and is also Britain's largest pump manufacturer through its subsidiary, SPP Pumps.

Nature of the business

Products and Services of the Company cater to the needs of a variety of sectors Uke Thermal Power, Nuclear Power, Fertilizers, Petrochemicals, Refineries, Water - Supply, Irrigation. Sewage Disposal, Steel Making, Oil exploration, Fire fighting, Ship building and general engineering. KBL exports its products to more than thirty countries which includes developed countries like USA, UK, Spain, France, Australia. Hong-kong and Singapore.

The top management of KBL (KOV) has laid emphasis on TQM activities and actively participates in these activities. It has been instrumental in forming the mission statement and the quality policy of the organisation. It participates in preparing and reviewing Annual Quality Improvement Plans (AQIP). These plans cover improvement in areas like - - Productivity - Cost reduction - Waste and rejection control - Vendor development - Development of People - Improving customer satisfaction - Action plans of these AQIP are scrutinised and approved by the Top Management. The plans are split into goals and assigned to various functional heads and their team members. The results and monthly progress of these goals are reviewed by the Vice President of the unit as well as the Managing Director. Top Management support is also evident in the various policies adopted and implemented in the organisation for. e.g.. appropriate technology for manufacturing; MIS and I-Net for quick communication and information dispersal; adequate facilities and amenities for efficient working like adequate office space, internal and external phones, ceiling fans, exhaust fans, air conditioners, clean cold hygienic drinking water, filing cabinets, proper illumination etc., Almost every department has been provided with a

departmental PC; photocopying stations have been created in the factory. The Management labour relations have always been cordial and constructive. KBL (KOV) has a history of excellent industrial relations and there is an atmosphere of trust and confidence all over the factory. Overall discipline is satisfactory and work atmosphere is healthy and cheerful. Another demonstration of top management support and participation is the celebration of the Quality month. Every year the month of November is celebrated as the Quality month. A number of activities take place like poster and slogan competitions, essay competitions lectures, workshops, daily handouts - with quality as the theme - short and snappy which convey the meaning in as few words as possible, and the culmination of the quality efforts during the year - in the form of prizes for the 10 best workers, the best department, Quality month competition and a reiteration of commitment to quality by the top management.

Vision

Kirloskar Corrocoat Private Limited aims to be a strategic partner of our customers in improving life cycle and performance of their Equipments.

We will grow through:

- Better understanding of customer needs and expectations**
- Exploring new applications and innovative technologies.**
- Sharing our success with our stake holders, including our employees**

Mission

Our mission is to attain and ^{gre}^rve state of excellence in our field of operations with a view to satisfy needs of our customers at the least possible cost and to perform well in economic terms to be able to do good to all constituents- employees, share holders, and society with equity fair play and justice

Kirloskar Corrocoat Private Limited is committed to conserve resources by providing reliable, innovative and cost effective solutions in corrosion protection and energy conservation



Enriching Lives



SAFETY FIRST, ALWAYS

KBL initiated the implementation of **Behavioural Based Safety System** across all KBL manufacturing plants.

KIRLOSKAR BROTHERS LIMITED
A Kirloskar Group Company
Established 1888

QUALITY POLICY

We shall strive to maintain leadership in quality by implementing a Quality Management System, conforming to ISO - 9001 to achieve growth & profitability

We shall strive to improve customer satisfaction continuously by

Application of appropriate technology

Application of suitable productivity techniques.

Developing human resources

Quality Management System defined in quality assurance manual shall be implemented by practising stipulated procedures by all concerned

Quality Management System defined in quality assurance manual shall be implemented by practising stipulated procedures by all concerned

To develop necessary competence to meet the specific quality requirements of the users derived from trends in the markets.

To develop necessary competence to meet the specific quality requirements of the users derived from trends in the markets.

values

Our people provide our business, the vision, wisdom, strength and speed. We attach a high value to the activity of continuous human resource development and provide free and fair opportunities to all

Our products and services reflect are commitment to excellence. We consider them as the only links between us and our customers

Profit IS an essential entity to enable us to remain and grow in our business. Sustained profitability is the measure of effectiveness of our management of capital, working assets and human resource

Society provides us the necessary climate to grow. We attach great importance to establishing and maintaining harmony with the society in which we operate.



GUIDING PRINCIPLES

- Put quality ahead of everything else.
- Stay close to the customer. Give him more than what he expects.
- Update products, processes, manufacturing facilities continuously and seek technological innovations through R & D.

- Consider and treat suppliers and vendors as extensions of our operations.
- Carry out continuous Human Resource Development to unfold the potential capabilities of all individuals to the maximum extent.
- Encourage team spirit to derive synergy.

TOP MANAGEMENT POLICIES AND SUPPORT

No TQM programme can survive without the absolute support and commitment of the top management of the organisation. People down the line are very quick to catch on to the fact that the top management is simply paying lip service to the TQM programme and are not committed to it. Therefore the top management must not only be committed to the TQM process but should also be seen to be committed to it. In other words it means that any improvement programme should be management led and the management should be involved in forming the Mission, Vision Statements, the Quality Policy and the Quality plans of the organisation. The Mission and Vision Statements make the management's stand clear to everybody, show the direction in which to go and also guide the company to build up an image of itself for the coming years. The Quality Policy helps to fix targets or The top management of KBL (KOV) has laid emphasis on TQM activities and actively participates in these activities. It has been instrumental in forming the mission statement and the quality policy of the organisation. It participates in preparing and reviewing Annual Quality Improvement Plans (AQIP). These plans cover improvement in areas like - - Productivity - Cost reduction - Waste and rejection control - Vendor development - Development of People - Improving customer satisfaction - Action plans of these AQIP are scrutinised and approved by the Top Management. The plans are split into goals and assigned to various functional heads and their team members. The results and monthly progress of these goals are reviewed by the Vice President of the unit as well as the Managing Director. Top Management support is also evident in the various policies adopted and implemented in the organisation for. e.g.. appropriate technology for manufacturing; MIS and I-Net for quick communication and information dispersal; adequate facilities and amenities for efficient working like adequate office space, internal and external phones, ceiling fans, exhaust fans, air conditioners, clean cold hygienic drinking water, filing cabinets, proper illumination etc., Almost every department has been

provided with a departmental PC; photocopying stations have been created in the factory. The Management labour relations have always been cordial and constructive. KBL (KOV) has a history of excellent industrial relations and there is an atmosphere of trust and confidence all over the factory. Overall discipline is satisfactory and work atmosphere is healthy and cheerful. Another demonstration of top management support and participation is the celebration of the Quality month. Every year the month of November is celebrated as the Quality month. A number of activities take place like poster and slogan competitions, essay competitions lectures, workshops, daily handouts - with quality as the theme - short and snappy which convey the meaning in as few words as possible, and the culmination of the quality efforts during the year - in the form of prizes for the 10 best workers, the best department, Quality month competition and a reiteration of commitment to quality by the top management. achievable goals and bring about commitment to the goals on the part of the employees

All activities described in paras 4.9, 4.10, 4.11 and 4.12 are initiated and supported by the top management. This clearly shows that the top management supports the TQM activity and is committed to making TQM a way of life in KBL (KOV).

Work flow model

There are limits to how much the organisation can do for each individual employee. So the company expects each employee to take the responsibility for one's own development, training and upgradation

The company expects every employee to develop a culture of excellence in which everyone strives to surpass his/her earlier best. The company expects every employee to adopt quality as a way of life.

The company expects the top management and senior managerial staff to set an example for what they expect from their subordinates. Each employee is expected to have a set of goals and deadlines to meet, so that these become the standards for measuring his / her performance.

- 1) Training is essential to bridge the gap between theory and practice, between qualifications of the person and the requirements of the job.
- 2) Training is necessary to sustain a desirable growth rate as advanced technology and new management techniques are adopted.
- 3) Development of technical skills and attitudes are not to be left to chance, coincidence or trial and error but should be properly channelised, guided and developed through training.
- 4) Training and retraining will help to integrate organisational needs and individual needs of employees.
- 5) Every training programme should be properly planned; should ensure active participation from all participants; and should be followed by evaluation to assess the gains and drawbacks.

II) Training calendar and need based training to achieve the HRD objectives and impart focussed training the Training Department prepares a training calendar for the organisation. The process starts before the beginning of each financial year training needs from all departments are collected, compiled and analysed to facilitate implementation. The company calls for the training calendars of reputed training institutes like NITIE, AVTS etc. as also from individual

trainers. The programmes offered are matched with the training needs identified; and training programmes are planned on a 3 month basis. Specific need based training programmes are planned and implemented by internal as well as external faculty members. Some of the programmes conducted during 1991 - 92; 92 - 93, 93 - 94 are

- i. Computer awareness programme.
- ii. English Language improvement programme.
- iii. Seven Tools of Q. C.

- iv. iv. ISO - 9001 - awareness.
- v. v. Communication.
- vi. vi. Training programme for inspectors.

Product and service profile

- pump range from 1kw to 26Mw
- valve range from 15mm to 4500mm
- hydel turbines upto 20mw
- large engineered pump
- LT induction motors upto 315frames
- Self exciting self regulating alternators with compounding excitation system

We take care of health and safety aspects at all stages of product life cycle. It starts with Research and Development, Product Development, manufacturing, marketing, storage and final use and disposal, certifications. We keep vibrations/noise, coating painting as per the standards. As of now OECD guidelines are not application for pump

We conduct survey for each of our customer as per our business verticals. We are currently implementing the feedbacks received from the surveys. The feedbacks can be referred in section on stakeholder engagement of this

All information related to product is provided to the customers through product brochures and Installation and Operations Manuals which is also available on the website. Our products conforms to standards like IS, Factory Manual (FM), Under Laboratories (UL) and all the required information related to product is provided to customers.

There were no fines for non-compliance with laws and regulations concerning the provision and use of products and services.

Ownership patterns

We have identified our stakeholders through our internal process which is based on specific group which are influenced by or influence our business. Based on frequency of interaction, level of responsibility and level of influence we have prioritized our key stakeholders. There are various modes of engagement and feedback mechanism. The feedbacks received from them are treated as vital inputs which shapes the strategy of the company and action plans.

List of Stakeholder	Mode & Frequency of Engagement	Purpose	Requirement highlights	Priorities undertaken
Shareholder / Investors	Annual meeting Website Publication (Quarterly/Annual), Feedback form (Annual), Quarterly Earning Call	To communicate company's financial status, future plans and strategies to build trust of investors	Regular Engagement	Continue to have engagement for building trust Improved corporate Governance
Customers P	Perception Survey (Annual), special events, seminars, exhibitions and meets (regular), Visits of customers to our premises (Annual), Toll free service (regular	Understand needs and expectations	Order execution and delivery, Service and Maintenance, technology up gradation (energy efficient products), Business and Commercial Support, Sales Team, Sustainability assessmen	Project Management Office Link intelliquip to share point office library Refurbishment centres Increase service centres Warehouse facility at Kirloskarvadi Streamlining of Customer Relationship

Employees	Engagement Survey (Annual), feedback session (Annual), Exit Interviews (regular), Speak Out session (Quarterly)	To know employee satisfaction level and their expectations	Trend shows consistent improvement in level of employee engagement, satisfaction And advocacy	Trend shows consistent improvement in level of employee engagement, satisfaction And advocacy
Suppliers and vendors	Satisfaction Surveys (Annual) Supplier improvement	Understand needs and expectations of suppliers/ vendors, communicate vendor performance and create awareness on customer requirements and market	Payment as per agreed norms. Vendor Meets - Rewards / Reorganization, Evaluation of Performances. Periodic Performance Feedback to vendors. Develop partnering	E- Portal where payment status is available to suppliers. Web Portal based on share point for monitoring of entire procurement activities. RTGS transfers system to be used for payments in s
Dealers and Distributors	Apex dealers meet (Annual), One to one meet (regular), Dealer portal (Regular), Surveys	To develop understanding about business operations and implement business plans into action	Business Support, Channel Management, Commercials	Improve Channel management process, Implement channel partner intimacy program, Appoint new dealer

Achivement and awards

- Kirloskarwadi Plant received Excellent Energy Efficient Unit Award from Confederation of Indian Industry (CII) for the year 2014
- Sanand Plant has received Award for the Energy Efficient Unit" in 15th National Award for Excellence in Energy Management 2014
- KBL Small Pump Operations (Which includes Dewas, Kaniyur and Sanand plants) received "Significant Achievement in Business Excellence from CII- EXIM Business Excellence Award" on 19 November 2014

- KBL Kaniyur operation's has won the Gold ASSOCHAM Innovation Excellence Award for advancement in Science and Technology (<http://www.worldpumps.com/view/39636/award-for-kirloskar-brothers-lwomen-coimbatore-plant/>)
- KBL Kaniyur plant awarded ABK - AOTS DOSOKAI - Japan, Chennai Chapter
- Kaniyur Awarded the "Gold Award" in the category of "Maintenance - Unsung Hero" to Mr. Vijayaragavan
- Kaniyur plant received QCFI, 5th POKA - Y O K E c o m p e t i t i o n C C P Y C - 2 0 1 4 , Awarded the "Outstanding Performance award" to Vinod and "Excellent award" to Mr. Jayakumar
- Dewas and Kaniyur plant received "Green Co Silver" award during Green Co Summit 2014 at Chennai.
- KBL Dewas has secured award certification & Trophy for "Best CSR Practices Award" during 3rd Indore HR SUMMIT - 2014 organized by Acropolis Enlightening Wisdom held on 26 April 2014
- The World CSR Congress 2014 has felicitated us with the award of the "India's Most Ethical Company in the Industrial Manufacturing" category
- KBL Kaniyur plant awarded "Winner in Manufacturing Today case study competition on Sustainability category at Chennai
- KBL Kaniyur plant awarded "Merit Award" by CII SR-5S committee on 19.12.14 at Chennai
- KBL Kaniyur plant awarded "Award for Talent management" by Africa Best Employer Brand Awards 2014 on 10th December at Le Meridien, Mauritius



Future growth and prospects

The European Industrial Foundation forecasts the world pump market to be around \$ 45 billion. The centrifugal pump market is around \$ 26 billion. The global pump market is estimated to grow at a compounded annual growth rate of nearly 7 percent for the period 2014-19

Increasing demand for water pumps is a consequence of massive urbanization and industrialization being witnessed in developing countries. According to the UN Medium Population Projections, more than 2.8 billion people in 48 countries will face water stress by 2025. Of these countries, 40 are in West Asia, North Africa or sub-Saharan Africa. Among the countries likely to run short of water in the next 25 years are Ethiopia, India, Kenya, Nigeria and Peru. Parts of other large countries such as China already face chronic water problems. Bahrain, Kuwait, Saudi Arabia and the United Arab Emirates have resorted to desalinization of seawater from the Gulf. Water shortage is one of the key factors driving the demand for water pumps as governments across the globe are pushing industries towards recycle and reuse of water. Therefore, water and wastewater, encompassing industrial and municipal segments together account for 33% of the world pump market in 2014 and is expected to maintain this position in the time to come.

Rising awareness about energy efficiency norms and benefits are driving pump manufacturers to develop energy efficient products. In 2015, European Union introduced stricter regulations pertaining to the minimum efficiency values for the Energy-related Products (ErP) which consists of water pumps and motors. Electric motors from 7.5 kW up to 375 kW that are delivered within the European Union (EU) need to comply with efficiency class IE3 regulations. In the mentioned kW range and area, IE2 motors can only be used when driven via a frequency inverter.

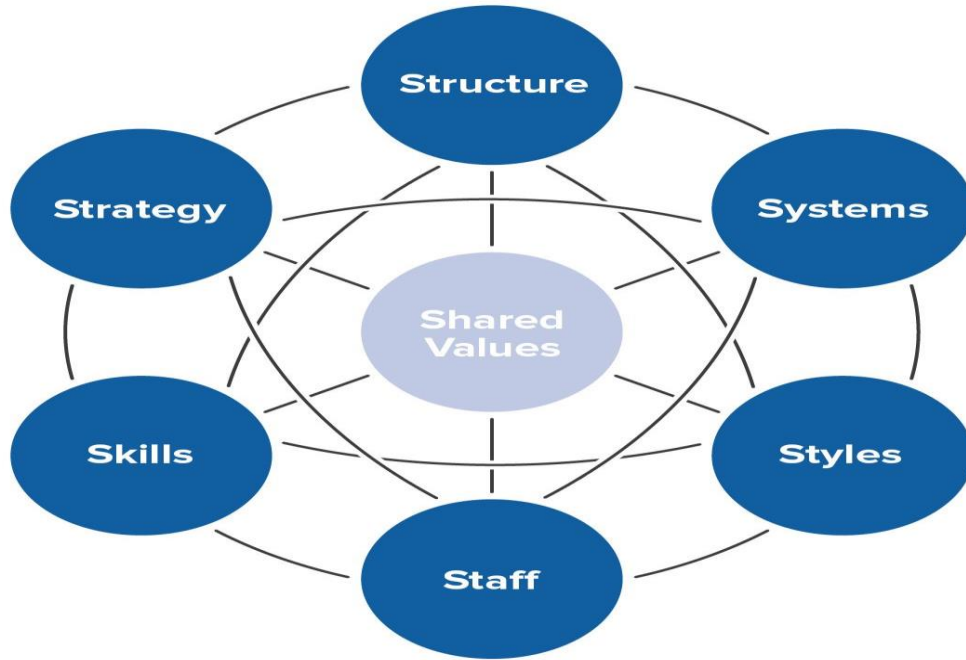
The resurgence of economic activities in North America and the Asia-Pacific (APAC) augurs well for pump manufacturers. Developing countries are expected to witness the highest growth owing to flourishing chemicals industry. Manufacturers are shifting emphasis away from developed economies. Asia-Pacific contributes around 46 % of chemical sales worldwide and may attract significant interest with investment from large corporations and successful merger and acquisition activities in the industry. Analysis from Frost and Sullivan of the Global Pumps Market in the Chemicals Industry found that the market earned revenues of more than \$4 billion in 2013 and estimates this to cross \$5 billion in 2020

Indian Pump Industry :The organised pump market in India in 2014 was 10532 crores and is expected to reach 13,419 crores in 2018 at a compounded annual growth rate of 5%. Major segments in the market driving pump demand are Agriculture, Water and Wastewater and Building Services industries. Solar driven water pump may see a good order flow because of government financed schemes. An upswing in 2015 has been predicted because of initiatives by the government for solving policy logjams. Investments in Infrastructure (Airports, Ports and Water and Wastewater), Cement, Power and Oil Refineries will boost pump demand in the country

Water Resource Management The Government has earmarked 13100 crores for developing watersheds, building pumping stations and wastewater treatment plants to clean the river Ganga. The government will also spend 3600 crores to improve drinking supplies for about 20,000 villages and small towns affected by arsenic and fluoride contamination.

CHAPTER: 3

MKENSY'S 7S FRAMEWORK



Structure:

KBL has joint venture cooperation with Ebara, Japan since 1988 for the manufacture of API 610 standard pumps. Kirloskar Corrocoat Private Limited is a joint venture cooperation with Corrocoat, UK since 2006. KBL acquired The Kolhapur Steel Limited in 2007 and Hematic Motors in 2010.

KBL has eight manufacturing facilities in India at Kirloskarvadi, Dewas, Kondhapuri, Shirwal, Sanand, Kaniyur, Kolhapur and Karad. In addition, KBL has global manufacturing and packaging facilities in Egypt, South Africa, Thailand, The Netherlands, United Arab Emirates, UK and USA. KBL has 12,700 channel partners in India and 80 overseas and is supported by best-in-class network of authorised centres and Authorised refurbishment centres across the country.

All plants of KBL are ISO 9001 & ISO 14001, OHSAS 18001 and ISO 14000 Environment Standard certified. These plants apply Total Quality Management (TQM) tools using European Foundation for Quality Management (EFQM) model. The Kirloskarvadi plant of KBL is a state-of-the-art integrated manufacturing facility having Asia's largest hydraulic research centre with testing facility up to 5000 kW and 50,000 m³/hr.

System

- **Constant Speed System – FX** : Tank Filling Water Transfer, Residential housing, Small size commercial – Residential buildings
- **Cascade system – MX (Only 1 VFD common to all pumps)** : Medium size commercial – Residential buildings, Demand based industrial applications
- **All Pump VFD system – EX (all pumps having their individual VFD)** : Townships, Hospitals, Airports, Malls, Metros, Demand based industrial applications
- **Energy Saving and Efficiency Sustainable Coatings:** Glass flake coating on Pumps, Valves, Tanks, and Pipes et

Styles

The three "hard" elements are strategy, structures (such as organization charts and reporting lines), and systems (such as formal processes and IT systems.) These are relatively easy to identify, and management can influence them directly.

The four "soft" elements, on the other hand, can be harder to describe, less tangible, and more influenced by your company culture. But they're just as important as the hard elements if the organization is going to be successful.

Figure 1, below, shows how the elements depend on each other, and how a change in one affects all the others.

Staff

element is concerned with what type and how many employees an organization will need and how they will be recruited, trained, motivated and rewarded.

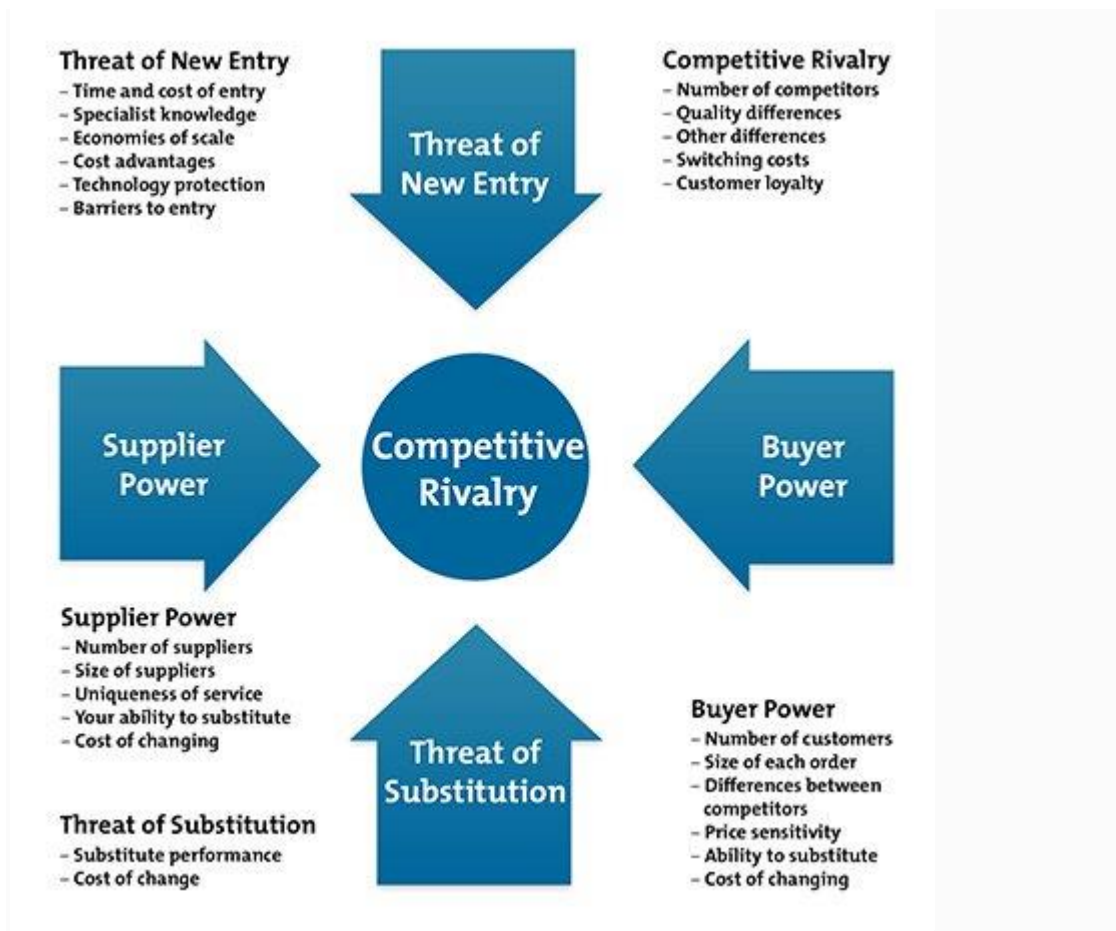
Strategy

is a plan developed by a firm to achieve sustained competitive advantage and successfully compete in the market. What does a well-aligned strategy mean in 7s McKinsey model? In general, a sound strategy is the one that's clearly articulated, is long-term, helps to achieve competitive advantage and is reinforced by strong vision, mission and values. But it's hard to tell if such strategy is well-aligned with other elements when analyzed alone. So the key in 7s model is not to look at your company to find the great strategy, structure, systems and etc. but to look if its aligned with other elements. For example, short-term strategy is usually a poor choice for a company but if its aligned with other 6 elements, then it may provide strong results.

Skill

are the abilities that firm's employees perform very well. They also include capabilities and competences. During organizational change, the question often arises of what skills the company will really need to reinforce its new strategy or new structure.

Porter's Five Force Model



Threat of new entry

New entrants in an industry bring new capacity and the desire to gain market share. The seriousness of the threat depends on the barriers to enter a certain industry. The higher these barriers to entry, the smaller the threat for existing players. Examples of barriers to entry are the need for economies of scale, high customer loyalty for existing brands, large capital requirements (e.g. large investments in marketing or R&D), the need for cumulative experience, government policies, and limited access to distribution channels. More barriers can be found in the table below

Buyer power

Porter's Five Forces of buyer bargaining power refers to the pressure consumers can exert on businesses to get them to provide higher quality products, better customer service, and lower prices. When analyzing the bargaining power of buyers, conduct the industry analysis from the perspective of the seller. According to Porter's 5

[forces](#) industry [analysis](#) framework, buyer power is one of the forces that shape the competitive structure of an industry.

The idea is that the bargaining power of buyers in an industry affects the competitive environment for the seller and influences the seller's ability to achieve [profitability](#). Strong buyers can pressure sellers to lower [prices](#), improve product [quality](#), and offer more and better services. All of these things represent costs to the seller. A strong buyer can make an industry more competitive and decrease [profit potential](#) for the seller. On the other hand, a weak buyer, one who is at the mercy of the seller in terms of quality and [price](#), makes an industry less competitive and increases [profit](#) potential for the seller. The concept of buyer power [Porter](#) created has had a lasting effect in [market](#) theory.

Several factors determine [Porter's Five Forces](#) buyer bargaining power. If buyers are more concentrated than sellers – if there are few buyers and many sellers – then buyer power is high. Whereas, if switching costs – the cost of switching from one seller's [product](#) to another seller's product – are low, the bargain power of buyers is high. If buyers can easily backward integrate – or begin to produce the seller's product themselves – the bargain power of [customers](#) is high. If the consumer is [price](#) sensitive and well-educated about the product, then buyer power is high. Then if the [customer](#) purchases large [volumes](#) of standardized products from the seller, buyer bargaining power is high. If substitute products are available on the market, buyer power is high.

And of course, if the opposite is true for any of these factors, buyer bargaining power is low. For example, low buyer concentration, high switching costs, no threat of backward [integration](#), less [price](#) sensitivity, uneducated [consumers](#), [consumers](#) that purchase specialized products, and the absence of substitute [products](#) all indicate that buyer power is low.

Threat of substitution

[Porter's threat](#) of substitutes definition is the availability of a [product](#) that the consumer can purchase instead of the industry's [product](#). A substitute [product](#) is a product from another industry that offers similar [benefits](#) to the consumer as the

product produced by the firms within the industry. According to [Porter's 5 forces](#), threat of substitutes shapes the competitive [structure](#) of an industry.

The threat of substitution in an industry affects the competitive environment for the firms in that industry and influences those firms' ability to achieve [profitability](#). The availability of a substitution threat effects the [profitability](#) of an industry because consumers can choose to purchase the substitute instead of the industry's [product](#). The availability of close substitute [products](#) can make an industry more competitive and decrease [profit](#) potential for the firms in the industry. On the other hand, the lack of close substitute [products](#) makes an industry less competitive and increases [profit potential](#) for the firms in the industry. A threat of substitutes example is the beverage industry due to a [market](#) with many competitors.

Several factors determine whether or not there is a threat of substitute products in an industry. First, if the consumer's switching [costs](#) are low, meaning there is little if anything stopping the consumer from purchasing the substitute instead of the industry's product, then the threat of substitute products is high. Second, if the substitute product is cheaper than the industry's product – thereby placing a [ceiling](#) on the [price](#) of the industry's product – then a threat of substitutes high [risk](#) is the case. Third, if the substitute product is of equal or superior quality compared to the industry's product, the threat of substitutes is high. And fourth, if the functions, attributes, or [performance](#) of the substitute product are equal or superior to the industry's product. Any of these situations is a high threat of substitutes: [porter's 5 forces](#) sees less [profit](#) potential.

On the other hand, if the substitute is more expensive, of lower quality, its functionality does not compare with the industry's product, and the consumer's switching [costs](#) are high, then a low [threat](#) of substitutes occurs. And of course, if there is no close substitute for the industry's product, then the threat of substitutes is low.

Supplier power

In Porter's five forces, [supplier power](#) refers to the pressure suppliers can exert on [businesses](#) by raising [prices](#), lowering [quality](#), or reducing availability of

their [products](#). When analyzing supplier [power](#), you conduct the industry [analysis](#) from the perspective of the industry firms, in this case referred to as the [buyers](#). According to [Porter's 5 forces](#) industry [analysis](#) framework, supplier power, or the [bargaining power](#) of suppliers, is one of the forces that shape the competitive [structure](#) of an industry.

The idea is that the bargaining power of the supplier in an industry affects the competitive environment for the [buyer](#) and influences the buyer's ability to achieve [profitability](#). Strong suppliers can pressure buyers by raising [prices](#), lowering [product](#) quality, and reducing [product](#) availability. All of these things represent costs to the buyer. Furthermore, a strong supplier can make an industry more competitive and decrease [profit potential](#) for the buyer. On the other hand, a weak supplier, one who is at the mercy of the buyer in terms of [quality](#) and price, makes an industry less competitive and increases [profit](#) potential for the buyer.

The [supplier power](#) Porter has studied includes several determining factors. If suppliers are concentrated compared to [buyers](#) – there are few suppliers and many buyers – supplier [bargaining power](#) is high. Conversely, if buyer switching costs – the cost of switching from one supplier's [product](#) to another supplier's product – are high, the bargaining power of suppliers is high. If suppliers can easily forward integrate or begin to produce the buyer's [product](#) themselves, then supplier power is high. [Supplier power](#) is high if the buyer is not [price](#) sensitive and uneducated regarding the product. If the supplier's product is highly differentiated, then supplier bargaining power is high. The bargaining power of suppliers is high if the buyer does not represent a large portion of the supplier's sales. If substitute [products](#) are unavailable in the [marketplace](#), then supplier power is high.

And of course, if the opposite is true for any of these factors, supplier power is low. For example, low supplier concentration, low switching costs, no threat of [forward integration](#), more buyer [price](#) sensitivity, well-educated buyers, buyers that purchase large volumes of standardized products, and the availability of [substitute](#) products. Each of the four mentioned factors indicate that the [supplier power](#) Porter's five forces emphasize is low. To help determine the level of supplier power in your industry, start by performing an [external analysis](#). This tool will easily help you

CHAPTER: 4

SWOT ANALYSIS

Kirloskar Brothers Limited (KIRLOSROS) - Financial and Strategic SWOT Analysis Review provides you an in-depth strategic SWOT analysis of the company's businesses and operations. The profile has been compiled by GlobalData to bring to you a clear and an unbiased view of the company's key strengths and weaknesses and the potential opportunities and threats. The profile helps you formulate strategies that augment your business by enabling you to understand your partners, customers and competitors better.

The profile contains critical company information including:

Business description – A detailed description of the company's operations and business divisions.

Corporate strategy – Analyst's summarization of the company's business strategy.

SWOT Analysis – A detailed analysis of the company's strengths, weakness, opportunities and threats.

Company history – Progression of key events associated with the company.

Major products and services – A list of major products, services and brands of the company.

Key competitors – A list of key competitors to the company.

Key employees – A list of the key executives of the company.

Executive biographies – A brief summary of the executives' employment history.

Key operational heads – A list of personnel heading key departments/functions.

Important locations and subsidiaries – A list and contact details of key locations and subsidiaries of the company.

Detailed financial ratios for the past five years – The latest financial ratios derived from the annual financial statements published by the company with 5 years history.

Interim ratios for the last five interim periods – The latest financial ratios derived from the quarterly/semi-annual financial statements published by the company for 5 interims history.

HIGHLIGHTS

Kirloskar Brothers Limited (KBL) is a pump manufacturing company that manufactures, markets and exports centrifugal pumps and valves. The company product portfolio includes fluid-handling products that include pumps, anticorrosive products, valves, hydro turbines, self exciting and self regulating brushless alternators, and mobile pump controllers among others. KBL is also active in various turn-key fluid-handling projects, across various industries like power, irrigation, water supply and treatment, marine and defense, building and construction and oil and gas. The company has manufacturing facilities located at India, the US, the UK, UAE, South Africa, The Netherlands and Thailand. KBL is headquartered in Pune, India.

Kirloskar Brothers Limited Key Recent Developments

May 12, 2015: Kirloskar Brothers bags contract to supply pumps for 230MW Gardabani CCPP in Georgia

Key benefits of buying this profile include:

You get detailed information about the company and its operations to identify potential customers and suppliers. The profile analyzes the company's business structure, operations, major products and services, prospects, locations and subsidiaries, key executives and their biographies and key competitors.

Understand and respond to your competitors' business structure and strategies, and capitalize on their weaknesses. Stay up to date on the major developments affecting the company. The company's core strengths and weaknesses and areas of development or decline are analyzed and presented in the profile objectively. Recent developments in the company covered in the profile help you track important events.

Equip yourself with information that enables you to sharpen your strategies and transform your operations profitably. Opportunities that the company can explore and exploit are sized up and its growth potential assessed in the profile. Competitive and/or technological threats are highlighted.

Scout for potential investments and acquisition targets, with detailed insight into the companies' strategic, financial and operational performance. Financial ratio presented for major public companies in the profile include the revenue trends, profitability, growth, margins and returns, liquidity and leverage, financial position and efficiency ratios.

Gain key insights into the company for academic or business research. Key elements such as SWOT analysis, corporate strategy and financial ratios and charts are incorporated in the profile to assist your academic or business research needs.

Manufacturing & Construction Market Research Reports & Industry Analysis



The Manufacturing sector covers work performed in mechanical, physical, or chemical transformation of materials, substances, or components into new products. The assembling of component parts of manufactured products also falls under Manufacturing unless the activity is appropriately classified in Construction.

The Construction sector primarily covers work performed in the construction of buildings or engineering projects (e.g., highways and utility systems). Companies that perform work in the preparation of sites for new construction and those involved subdividing land for sale as building sites also are included in Construction.

Manufacturing uses raw materials that are products of agriculture, fishing, forestry, mining, or quarrying, as well as products of other manufacturing operations. Plants, factories, or mills that characteristically use power-driven machines and materials-handling equipment, transform the raw materials into new finished products or components of products that require further manufacturing.

Construction markets include new work, additions, alterations, or maintenance and repairs. Activities of these enterprises generally are managed at a fixed place of business, but they usually perform construction activities at multiple project sites. Production responsibilities are specified contractually with construction project owners (prime contractors) or contracts with other construction companies (subcontractors). Construction companies that contract responsibility for all aspects of individual construction projects are commonly known as general contractors, but are also markets known as design-build, construction management, turnkey contracting, or (in cases where two or more establishments jointly secure a general contract) joint-venture contracting. Construction managers that provide oversight and scheduling only (i.e., agency) as well as construction managers that are responsible for the entire project (i.e., at risk) are included as general contractor type establishments. General contractor types frequently arrange construction of separate project parts through subcontracts with other construction companies, such as masonry, painting, and electrical work). These are commonly known as specialty trade markets. In remodeling and repair construction, work may also be done directly for the owner of the property.

CHAPTER: 5

ANALYSIS OF FINANCIAL STATEMENT

Annual report of 2010-11

ORDINARY BUSINESS:

- To receive, consider and adopt financial statements of the Company for the Financial Year ended on March 31, 2019 together with the Reports of Auditors and Directors thereon and consolidated financial statements of the Company for the Financial Year ended on March 31, 2019.
- To declare dividend on equity shares of the Company for the Financial Year 2018 -19.
- To appoint a Director in place of Ms. Rama Kirloskar (DIN 07474724), who retires by rotation and being eligible, offers herself for re-appointment.

“RESOLVED THAT Ms. Rama Kirloskar (DIN 07474724), Director of the Company, who retires by rotation at this Annual General Meeting and being eligible for re-appointment be and is hereby re-appointed as a Director liable to retire by rotation.

SPECIAL BUSINESS:

- To consider and if thought fit, to pass with or without modification(s), the following resolution as an Ordinary Resolution:

“RESOLVED THAT pursuant to the provisions of Sections 149, 152, 160 and other applicable provisions, if any, of the Companies Act, 2013 read with the applicable rules thereunder including any statutory modification(s) or re-enactment thereof as may be in force read with Schedule IV of the said Act, Mr. Rajeev Kher (DIN 01192524), who was appointed by the Board as an Additional Director with effect from January 25, 2019 and who holds office up to the date of this Annual

General Meeting, be and is hereby appointed as an Independent Director of the Company to hold the office for a term up to January 24, 2022;

RESOLVED FURTHER THAT Mr. Rajeev Kher shall not be considered as a director liable to retire by rotation in terms of Section 152 read with Section 149(13) of the Companies Act, 2013;

RESOLVED FURTHER THAT the Board of Directors of the Company be and is hereby authorized to do all the acts, deeds and things as may be necessary to give effect to this resolution.”

- To consider and if thought fit, to pass with or without modification(s), the following resolution as an Ordinary Resolution:

“RESOLVED THAT pursuant to the provisions of Sections 152,160 and other applicable provisions, if any, of the Companies Act, 2013 read with the applicable rules thereunder including any statutory modification(s) or re-enactment thereof as may be in force, Mr. Tilak Dhar (DIN 00204912), who was appointed by the Board as an Additional Director with effect from March 22, 2019 and who holds office up to the date of this Annual General Meeting, be and is hereby appointed as a Director of the Company liable to retire by rotation;

RESOLVED FURTHER THAT the Board of Directors of the Company be and is hereby authorized to do all the acts, deeds and things as may be necessary to give effect to this resolution.”

- To consider and if thought fit, to pass with or without modification(s), the following resolution as an Ordinary Resolution:

“RESOLVED THAT pursuant to the provisions of Sections 152, 160 and other applicable provisions, if any, of the Companies Act, 2013 read with the applicable rules thereunder including any statutory modification(s) or re-enactment thereof as may be in force, Mr. Pratap B. Shirke (DIN 00104902) who was appointed by the Board as an Additional Director with effect from April 1, 2019 and who holds office

up to the date of this Annual General Meeting, be and is hereby appointed as a Director of the Company liable to retire by rotation;

RESOLVED FURTHER THAT the Board of Directors of the Company be and is hereby authorized to do all the acts, deeds and things as may be necessary to give effect to this resolution.”

- To consider and if thought fit, to pass with or without modification(s), the following resolution as an Ordinary Resolution:

“RESOLVED THAT pursuant to the provisions of Sections 149, 152, 160 and other applicable provisions, if any, of the Companies Act, 2013 read with the applicable rules thereunder including any statutory modification(s) or re-enactment thereof as may be in force and read with Schedule IV of the said Act, Mr. Pradyumna Vyas (DIN 02359564), who was appointed by the Board as an Additional Director with effect from May 16, 2019 and who holds office up to the date of this Annual General Meeting, be and is hereby appointed as an Independent Director of the Company to hold the office for a term up to May 15, 2022;

RESOLVED FURTHER THAT Mr. Pradyumna Vyas shall not be considered as a director liable to retire by rotation in terms of Section 152 read with Section 149(13) of the Companies Act, 2013;

RESOLVED FURTHER THAT the Board of Directors of the Company be and is hereby authorized to do all the acts, deeds and things as may be necessary to give effect to this resolution.”

1. A MEMBER OF THE COMPANY ENTITLED TO ATTEND AND VOTE AT THE MEETING IS ENTITLED TO APPOINT ONE OR MORE PROXIES TO ATTEND AND VOTE INSTEAD OF HIMSELF AND A PROXY NEED NOT BE A MEMBER OF THE COMPANY

A person can act as a Proxy on behalf of Members not exceeding 50 (Fifty) and holding in the aggregate not more than 10% of total share capital of the Company carrying voting rights. An authorised representative of a body corporate, holding

shares in a Company, may appoint a proxy under his signature. However, a Member holding more than 10% of the total share capital of the Company carrying voting rights may appoint a single person as a Proxy for his entire shareholding and such person shall not act as a Proxy for another person or shareholder. The instrument of proxy duly filled, stamped, dated and signed should be lodged at the Registered Office of the Company not less than forty-eight hours before the commencement of Annual General Meeting (AGM). Every Member entitled to vote at this meeting shall be entitled during the period beginning twenty four hours before the time fixed for the commencement of the meeting and ending with the conclusion of the meeting, to inspect the proxies lodged, at any time during the business hours of the Company, provided not less than 3 days written notice is given to the Company before the commencement of the meeting. The proxy holder shall bring his/her id-proof for the purpose of identification at the time of attending the meeting.

2. Pursuant to Section 102 of the Companies Act, 2013 ('the Act'), statement of material facts in respect of Item Nos. 4 to 10 above is annexed.
3. The unclaimed dividend for the Financial Year 2010-11 has been transferred to "Investor Education and Protection Fund Authority" (IEPF), pursuant to the applicable provisions of Section 124 of the Act. In terms of the said Section read with relevant rules, the amount transferred to the unpaid dividend account, which remains unpaid or unclaimed for a period of 7 (seven) consecutive years or more from the date of such transfer, shall be transferred by the Company to IEPF. Accordingly, the unpaid / unclaimed final dividend for the Financial Years 2011-12 onwards will become transferable at the end of 7 (seven) years from the respective dates of transfer of such amount to the unclaimed dividend accounts to IEPF.
4. As per the provisions of the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, the underlying shares in respect of which the dividend has remained unclaimed / unpaid for 7 years or more will be transferred to IEPF. Accordingly, the Company has transferred underlying shares, in respect of which the dividend remained unpaid / unclaimed for consecutive 7 years upto the Financial Year 2010-11. In terms

of the provisions under the said Rule, the said shares and the dividend transferred to IEPF can be claimed by the shareholders or his or her legal heir/successor/nominee subject to the compliance of certain conditions as mentioned in the said Rule. The procedure for the same is available on the website of the Company i.e. www.kirloskarpumps.com The details of transfer of dividend to IEPF are given below:

Financial Year	Type of dividend	Dividend in ` per share	Date of declaration	Due Date of transfer to the IEPF Account
<u>2011-12</u>	<u>Final</u>	<u>2.00</u>	18-Jul-12	August, 2019
<u>2012-13</u>	<u>Final</u>	<u>2.00</u>	24-Jul-13	August, 2020
<u>2013-14</u>	<u>Final</u>	<u>2.50</u>	25-Sep-14	October, 2021
<u>2014-15</u>	<u>Final</u>	<u>0.50</u>	27-Jul-15	September, 2022
<u>2015-16</u>	<u>Intrim</u>	<u>0.50</u>	14-Mar-16	April, 2023
<u>2016-17</u>	<u>Final</u>	<u>1.00</u>		September, 2024
<u>2017-18</u>	<u>Final</u>	<u>2.50</u>	27-Jul-18	September, 2025

In terms of the IEPF (Uploading of information regarding unpaid dividend amount lying with the Companies) Rules, 2012, the details of unclaimed dividend up to 2016-17 have been uploaded on the Company's website www.kirloskarpumps.com. This will facilitate the Members to claim their unclaimed dividend. Members are therefore, requested to check and send their claims if any, for the relevant Financial Years from 2011-12 onwards before the respective amounts become due for transfer to IEP

1. Register of Directors and Key Managerial Personnel and their shareholding maintained under Section 170 of the Act will be available for inspection at the time of AGM.

2. Register of Contracts or arrangements in which the Directors are interested, as maintained under Section 189 of the Act will be available for inspection at the time of AGM.
3. In case, Members wish to ask for any information about the accounts or operations of the Company, they are requested to send their queries in writing, at least 7 (seven) days before the date of the meeting at the Registered Office or by an e-mail at secretarial@kbl.co.in, so that the information can be made available at the time of AGM
4. Members of the Company and/ or their Proxies only will be allowed to attend the AGM. Before entering the meeting hall, Members and/ or Proxies are requested to sign the attendance slip in the prescribed form and leave it at the counter.
5. Since, the Company's shares are in compulsory dematerialized trading mode, to ensure better investor service and elimination of risk of holding shares in physical form, the Members holding shares in physical form are requested to get their shares dematerialized at the earliest.
6. Members having multiple folios are requested to intimate to the Company / Registrar and Transfer (R&T) Agent, such folios to consolidate all shareholdings into one folio.
7. Members who hold shares in physical form are requested to intimate to the Company / R&T Agent immediately of any change in their addresses along with necessary proof for identity and change in their addresses.

Statement of Standalone Audited Results for the Quarter and Year ended 31/03/2014

PART I		(Rs.in Lacs)				
Sr No	Particulars	Quarter Ended			Year Ended	
		31.03.2014 Audited	31.12.2013 Unaudited	31.03.2013 Audited	31.03.2014 Audited	31.03.2013 Audited
1	Income from operations					
	(a) Net Sales/ Income from Operations (net of excise duty)	47,542.54	43,604.50	54,913.58	173,012.85	185,870.00
	(b) Other Operating Income	999.95	269.04	371.93	2,150.56	1,369.78
	Total Income from operations (net)	48,542.49	43,873.54	55,285.51	175,163.41	187,239.78
2	Expenses					
	a) Cost of materials consumed	16,701.79	20,890.61	21,644.59	76,106.27	88,954.04
	b) Purchases of stock-in-trade	12,408.56	7,869.48	14,085.54	36,793.84	39,685.32
	c) Changes in inventories of finished goods, work-in-progress and stock-in-trade	3,835.22	44.85	3,231.43	4,054.33	3,404.90
	d) Employee benefits expense	3,880.18	3,745.69	3,475.74	15,236.33	14,967.64
	e) Depreciation and amortization expense	847.79	902.17	829.68	3,461.70	3,204.62
	f) Other expenses	7,421.31	6,789.68	6,635.59	27,755.62	25,509.90
	Total expenses	45,094.85	40,242.48	49,902.57	163,408.09	175,726.42
3	Profit/(Loss) from Operations before Other Income, finance costs and exceptional items (1-2)	3,447.64	3,631.06	5,382.94	11,755.32	11,513.36
4	Other Income	141.25	113.73	154.02	546.16	699.95
5	Profit/(Loss) from ordinary activities before finance costs and exceptional items (3+4)	3,588.89	3,744.79	5,536.96	12,301.48	12,213.31
6	Finance costs	1,051.80	1,074.83	769.18	4,085.41	4,427.22
7	Profit/(Loss) from ordinary activities after finance costs but before exceptional items (5-6)	2,537.09	2,669.96	4,767.78	8,216.07	7,786.09
8	Exceptional Items	53.10	86.79	260.29	1,240.61	591.31
9	Profit/(Loss) from ordinary activities before tax (7-8)	2,483.99	2,583.17	4,517.49	6,975.46	7,194.78
10	Tax expense (Current)	967.71	613.00	617.54	2,206.71	1,350.01
11	Net Profit/(Loss) from ordinary activities after tax (9-10)	1,516.28	1,970.17	3,899.95	4,768.75	5,844.77
12	Short provision of income tax on account of earlier years	-	-	1,500.00	-	1,500.00
13	Extraordinary Items (net of tax expenses)	-	-	-	-	-
14	Net Profit/(Loss) for the period (11-12-13)	1,516.28	1,970.17	2,399.95	4,768.75	4,344.77
15	Paid-Up Equity Share Capital (Face value of Rs.2/- each)	1,587.17	1,587.17	1,587.17	1,587.17	1,587.17
16	Reserves excluding Revaluation Reserves as per balance sheet of previous accounting year				78,419.21	76,268.59
17. i	Earnings Per Share (before extraordinary items) (of Rs. 2/- each) (Not Annualised) - (Rs.)					
	Basic	1.91	2.48	3.02	6.01	5.47
	Diluted	1.91	2.48	3.02	6.01	5.47
17. ii	Earnings Per Share (after extraordinary items) (of Rs. 2/- each) (Not Annualised) - (Rs.)					
	Basic	1.91	2.48	3.02	6.01	5.47
	Diluted	1.91	2.48	3.02	6.01	5.47

Handwritten signature and date:
 22/04/14

CHAPTER: 6

LEARNING EXPERIENCE

which brings about behavioural and attitudinal change and is a clear indicator of such change. The industrial employee has come a long way from being treated as a commodity wherein, only the limbs i.e. the hands and legs of the employee were required and he was required to do as he was told; to the citizenship phase wherein the whole person - heart head and limbs of the employee are not only required but welcomed. And it is the heart and head which form the corner stone of employee involvement.

Employee involvement takes many forms such as

- Kaizen
- Quality Circles
- JQI teams
- Task forces
- Small group activities
- Suggestion Schemes
- Special purpose teams
- Improvement teams etc.

Whatever the name and whatever the technique or method used the final aim is the same - to get the employee to bring about small and continuous improvements, reduce costs, increase productivity and make work more interesting more meaningful

At K. B. L. - K'wadi plant two such activities are in existence. They are

SUGGESTION SCHEMER

ejuvenation of Suggestion Scheme

INTRODUCTION: Suggestion Box Scheme was first introduced in the factory at Kirloskarwadi in 1976, on the occasion of the 68th Anniversary Day. Basic guidehnes, rules, regulations were explained to workers. This scheme was intended as an outlet to express many creative ideas fingering in the minds of workers. It is already said that there is no "Finish Line" for improvement. Potential from an ordinary worker can be exploited and used for surprising achievements contributing to company progress. Efficient mind can be Divine

Workshop, Creative thinking is the most effective tool. The Suggestion Box scheme worked satisfactorily for few' years. But after 1985 the scheme was found to be stagnant. The number of employees participating in the scheme was dwindling and so was the number of suggestions received. Therefore in 1989, it was decided to take have steps to revitalize the scheme. Rejuvenation of suggestion scheme can be explained as follow's.

OBJECTIVES OF SUGGESTION SCHEME

To stimulate creative thinking and to encourage employees to participate enthusiastically and regularly in improving the working of the Company in all phases of its activities.

ELIGIBILITY

All apprentices, Trainees, workers, clerks, draughtsmen, inspectors and foremen are ehgible to participate in the scheme. They shall be eligible for the award if the suggestions made by them as laid down in the scheme are accepted by steering committee. The details of the award scheme is stipulated and the decision of the steering committee is final.

Eligible suggestion should be original in nature and which is likely to fulfill any one or more of the following objectives

- i) Increase in Productivity.
- ii) Reduction in Cost.
- iii) Waste Reduction.
- iv) Improvement in quahty.
- v) Easy machine Maintenance.
- vi) Improvement in Processes.
- vii) Simplification of any operation.

A Suggestion should not be a vague generalisation. A Suggestion should not be a mere statement of the problem. Possible solution must be suggested. Suggestion should be presented with the workable solution for practical implementation. What

are the likely benefits and how the suggested method or idea is better than the existing practice ?

WHAT NOT TO SUGGEST

Suggestions dealing with the following will not be considered for any award.

- Obvious errors like corrections relating to typographical, clerical or drawing errors or errors due to oversight lapses in laid-down procedures.
- Routine matters like recommending the placing of signboards, furniture or any routine maintenance or repair work.
- Request for equipments services like fixing additional lights, telephones, furniture, stationary etc. Company policies like service conditions, organisational setup, employee benefits, preretirement, promotions etc.
- Government policies and regulations.
- Complaints and grievances.
- Matters or ideas which are under the consideration of management.
- Collective bargaining matters.
- Suggestions which are similar to those submitted during the last two years.

HOW TO SUBMIT A SUGGESTION

- Forms" which are available in the Labour Office as well as with the Departmental Heads.
- Each suggestion should be presented on a separate "Suggestion Form.
- " Suggestions can be presented by any person individually or by a group of two or more persons jointly.
- The suggestions should be self-contained i.e. all the related data including facts, methods of implementation should be mentioned.
- If the Space provided in the "Suggestion Form" is not enough, separate sheets of paper, sketches and drawings can be enclosed to this form.
- The name, ticket no., department name & no. and the date of suggestion should be written on the suggestion form.
- Suggestions without this information may be disqualified for evaluation.

- The suggestion should be placed in the "Suggestion Boxes" kept for this purpose at the various centres.

IDEA AWARDS

This award shall be given to the successful suggestors, soon after the suggestions are accepted for implementation after proper evaluation. The evaluation for this award shall be based on the area of the suggestions vis-a-vis the area of the suggestors, the originality of idea, the completeness of suggestions as regards to implementation.

Bibliography

Books

- **Kirloskar Brothers Ltd Paperback – Import**

Websites

- www.kirloskarpumps.com
- www.kirloskarbrother.com
- www.industrybuying.com
- www.spppumps.com

Other sources

- Documents of company

WEEKLY PROGRESS REPORT

Student Name	Mr. Poudan B.D.
USN	1CR19MBA63
Title of the Study	An Organisation Study on Kirloskar Oil Engines Ltd.
Organization	Kirloskar Oil Engines Ltd.
WEEK-1	
Duration (start date - End date)	6.8.2020 - 12.8.2020
Chapter s covered	Chapter 1 and Chapter 2
Descriptions of activities performed during the week	Introduction to organization, Industry profile and company profile
WEEK-2	
Duration (start date - End date)	13.8.2020 - 18.8.2020
Chapter s covered	Chapter 3
Descriptions of activities performed during the week	McKensy's 7S framework, Porter's Five Force Model.
WEEK-3	
Duration (start date - End date)	19.8.2020 - 26.8.2020
Chapter s covered	Chapter 4 and Chapter 5
Descriptions of activities performed during the week	SWOT Analysis and analysis of financial statements
WEEK-4	
Duration (start date - End date)	27.8.2020 - 30.8.2020
Chapter s covered	Chapter 6
Descriptions of activities performed during the week	Learning experience and Bibliography

Poudan

Signature of the Student

Poudan

Signature of the Guide