



**GOA SHIPYARD LIMITED**

**Internship Report**

**Submitted By:**

**Name: Bharathi Karkannavar**

**Roll No: MBA 2131**

**Under the Supervision of  
Prof. M.S. Dayanand  
Dean**

**Goa Business School  
Goa University**

**2021-2022**



## **DECLARATION**

I, Bharathi Bhimappa Karkannavar, the student of M.B.A. Part I of Goa Business School, Goa University, hereby declare that the project has been prepared by me towards partial fulfillment of the degree of Master of Business Administration under the guidance of Mr. Shaik Abdur Rahman, Senior Manager (HR&A), Mr. Rajendra Kerkar, Junior Manager (HR&A) and my faculty guide Prof. M.S. Dayanand.

This project is neither in full nor in part has previously formed the basis for the award of any other degree of either this University or any other University.

Date: 8/07/2022  
Place: Goa University

Name: Bharathi Karkannavar  
Roll No.: MBA 2131

## **ACKNOWLEDGMENT**

I take this opportunity to sincerely acknowledge and gratefully thank GSL Management, officers, staff and all those who helped me in providing necessary assistance valuable guidance and requisite information to complete my final internship.

I would like to thank Mr. Shaik Abdur Rahman, Senior Manager (HR/L&D), Mr. Rajendra Kerkar, Junior Manager (HR/L&D), Amit Kumar, Manager (CSR) guiding me and reviewing my report and motivating me for completing my final internship.

I would also like to thank the Officers, Junior Managers and employees who spend their valuable time for me and gave their responses during my interaction with them while collecting the data.

Last but not the least, I would like to specially thanks to Prof. M.S. Dayanand ( Dean ), Goa Business School, Goa University, Department of Management Studies Taleigao, Goa for being available for weekly mentoring & guiding me towards completion of the internship project on time.

# CERTIFICATE

## गोवा शिपयार्ड लिमिटेड GOA SHIPYARD LIMITED

आयएसओ 9001:2015, 14001:2015, 45001:2018 कंपनी प्रमाणित  
AN ISO 9001:2015, 14001:2015, 45001:2018 CERTIFIED COMPANY

(भारत सरकार का उपक्रम)  
(A GOVT. OF INDIA UNDERTAKING)

रक्षा मंत्रालय  
MINISTRY OF DEFENCE

वासको-द-गामा, गोवा  
VASCO-DA-GAMA, GOA, 403 802, INDIA.



दूरभाष/ Tel : (0832) 2512152 - 56, 2512359  
फैक्स/Fax : (0091-832)2514232, 251148, 2513260  
ई-मेल / E-mail : contactus@goashipyard.com  
वेब / Website : www.goashipyard.com

GSL CORPORATE IDENTITY NUMBER (CIN)  
U63032GA1967GD1000077

GSTIN : 30AAACG7569F1ZR

पंजीकृत कार्यालय और यार्ड : वास्को-द-गामा, गोवा - 403202.  
Registered Office & Yard : Vasco-da-Gama, Goa, 403 802, India.

सभी उत्तर अध्यक्ष एवं प्रबंधक निर्देशक को संबोधित करना है।  
All replies to be addressed to the Chairman & Managing Director

Our Ref. GSL/HR&A/L&D/Cert/Gen/01/HD

Date: 08.07.2022

### TO WHOM-SO-EVER IT MAY CONCERN

This is to certify that Ms. Bharathi Karkannavar, a student of first year Master of Business Administration of Goa University, Goa has undergone **Internship** from 16.05.2022 to 08.07.2022 in GSI.

The details of training undergone by her during her internship in Human Resources and Administration Department are as follows:

1. Introduction to all Sections of HR Department ,
2. Functions of different Sections of HR Department.
3. Structure and Functioning of different departments of a Shipping Company,
4. Application of different Management concepts in a manufacturing company.
5. Co-relating different Management theories with business operations and
6. Functioning of typical Public Sector Company.

During her internship, she demonstrated great skills and self-motivated attitude to learn new things. She has good grasping power and effective communication skills. We found her to be dependable, dedicated and hardworking.

Her Internship Assessment Report is attached as Annexure-I.

We wish her all the success in her further endeavors.



For GOA SHIPYARD LIMITED

CHIEF GENERAL MANAGER (HR & ADMIN.)

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## **Executive summary**

This report is based on the 8 weeks long summer internship which was a study of the organization conducted at Goa Shipyard Limited. In the course of first year MBA, the summer internship plays a very important role. It gives us an experience of working and functioning of various departments in the organization, as it helps us relate to the subjects that we learn and see, how it is applied in various departments in an organization.

I gained significant amount of knowledge and considerable information from Goa Shipyard Limited. I studied different departments such as Recruitment, Establishment, Industrial Relations, Welfare, Training and Development, Administration, Public Relations, CSR, Time Office and Contract management and legal, being MBA Student doing my internship in an industry I got substantial knowledge from the entire organization. The main objective doing my internship at Goa Shipyard Limited was to study the various departments in the organization and see their functioning, studying the communication process and departmental information and understanding it.

## INTRODUCTION

### GOA SHIPYARD LIMITED

Goa Shipyard Limited (GSL) is a Government of India Undertaking under the administrative control of Ministry of Defence, located on the West Coast of India at Vasco-da-Gama, Goa. It was established in 1957, originally by the colonial government of the Portuguese in India as the "Estaleiros Navais de Goa" to repair barges to be used in Goa's growing mining industry, which took off after the establishment of India's blockade of Goa in 1955.

**Date of incorporation:-** Goa Shipyard Limited was incorporated in the year 29.09. 1967

**Administrative ministry:-** Goa Shipyard Limited is completely under the control and supervision of the ministry of defense, government of India Goa Shipyard Limited is a Central Public Sector Undertaking with Mini Ratna Schedule-B status, engaged in Ship Building, Ship Repairs & General Engineering services.

The affairs of the company are governed by a Board of Directors nominated by the Hon'ble President of India. Besides its main head quarter Goa Shipyard Limited also has its sub units among the state and out of Goa as well

- The main unit of GSL is located at Vaddem, Vasco –Da –Gama, Goa.
- The other unit of Goa Shipyard Limited which are Sancolec (unit II, III, IV, V), these are located at the Industrial Estate , Zuari Nagar Vasco –Da –Gama, Goa
- the other Liaison Offices are located at Delhi And Mumbai

Over the years, Goa Shipyard Ltd. gradually developed to meet the growing shipbuilding needs of the country's defence sector, in the process grown to design and build a wide range of vessels for the defence as well as the commercial sectors. As one of the few Indian shipyards equipped with an in-house design capability, GSL carries out its own Research & Development, in the process has developed a good product range that efficiently meets the specific requirements of clients in the defence as well as commercial sectors.

The company is well known for its performance in the fields of design, construction, repair and overhaul of different kinds of vessels. Most new shipbuilding projects at GSL are based on their own in-house design which is the result of their intensive R&D activity carried out over the years. Currently, the Company has a capacity to build a range of Patrol Vessels ranging from 29 m to 110 m length.

GSL is undergoing a modernization of its yard to adapt to the latest technology in shipbuilding. To this purpose it is negotiating with well-known shipbuilders for an arrangement to collaborate. To date it has built 167 vessels, including barges, tugs, landing craft, offshore patrol vessels and other vessels for the Indian Navy and Coast Guard and for export to countries like Yemen.

As a Defense Public Sector Undertaking, Goa Shipyard Limited has played a significant role in the specialized field of ship building, contributing in no small measure towards meeting the

requirements of the Indian Navy and Indian Coast Guard for sturdy and dependable vessels that would effectively guard the nation's territorial waters.

The corporate Policy of GSL is to ensure total customer satisfaction for all its products and services at competitive prices on committed schedules while maintaining the highest quality standards. GSL's Quality Assurance Division, involved at every stage of production and testing process is responsible for all metrology, welding inspection, mechanical inspection and non-destructive testing.

### **Business of the Company:**

GSL has been established to carry out the objectives specified in the Memorandum & Articles of Association of the Company as amended from time to time. **The main activities of GSL are –**

1. Shipbuilding.
2. Ship Repair.
3. General Engineering Services.

### **Customers:**

- Indian Army
- Indian Navy
- Indian Coast Guard
- Oil & Natural Gas Corporation
- Mormugao Port Trust
- Madras Port Trust
- Government of Goa
- Central Marine Fisheries Research Institute etc.

### **Products**

- Offshore petrol vessel
- Landing craft Mark II
- Missile corvette
- Frigates
- Fast petrol boats
- Tug boat
- Surface effect ships
- Hovercraft
- Pollution control Ships
- High speed aluminum-hulled vessels
- Advanced deep sea commercial trawlers
- Fish factory vessels, catamarans
- Ferry



# VISION MISSION AND QUALITY POLICY

## VISION

To be a contemporary organization in ship design, construction, ship repairs and general engineering solutions.

## MISSION

To be a world class shipbuilding yard to meet maritime needs of indigenous and export market by designing, building, repairing and delivering products and engineering services on time at competitive price.

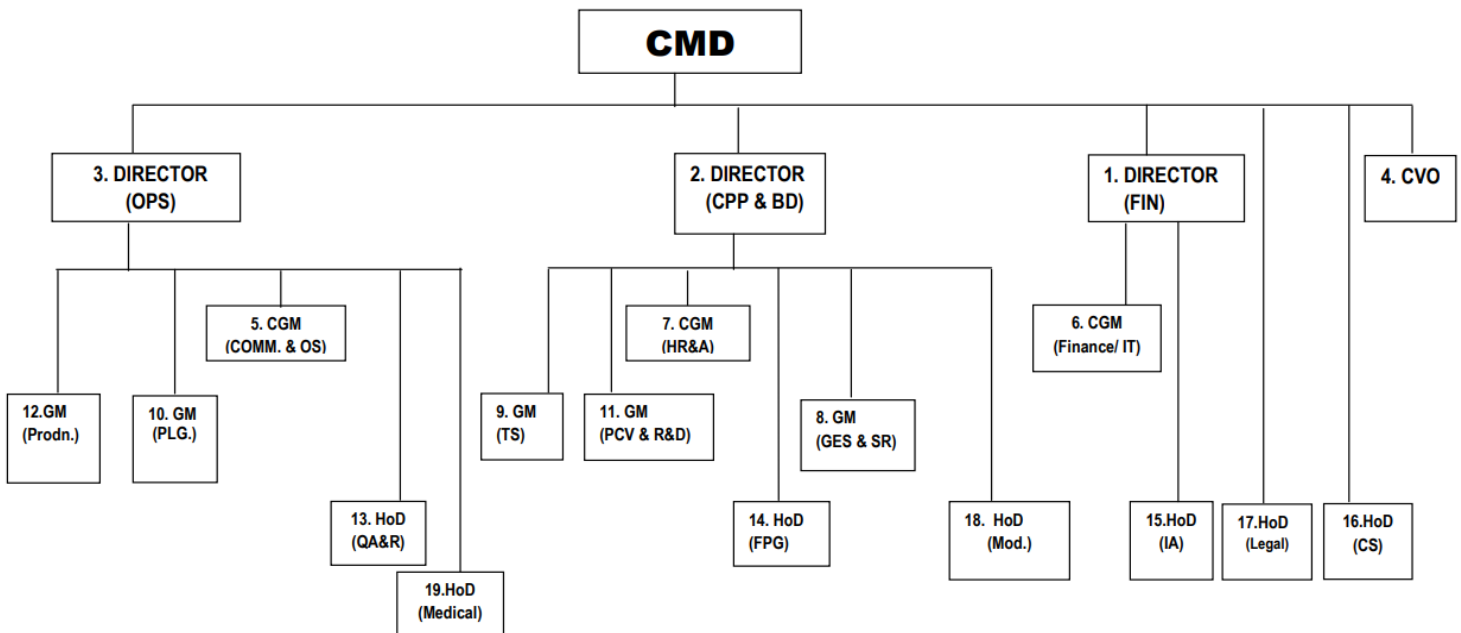
## QUALITY POLICY

To design, build & repair ships and provide services at competitive price, on time, meeting the requirements and achieve continual improvement for enhancing customer satisfaction.

## ORGANIZATIONAL STRUCTURE

Goa Shipyard Limited is a Board managed Company headed by Chairman & Managing Director, appointed by the President of India. The Board oversees the Company's strategic direction, review and monitors corporate performance, and safeguards the interests of shareholders. The Board has delegated powers of management to CMD. CMD has sub- delegated the required powers to Functional Directors, Chief General Managers, General Managers, Heads of Departments (HODs) and Officers to effectively carry out the responsibilities of their respective departments.

### GOA SHIPYARD LIMITED ORGANISATION STRUCTURE



#### Abbreviations

1.	Director (Finance)	12.	General Manager (Production)
2.	Director (Corporate Planning, Projects & Business Development)	13.	Head of Department (Quality Assurance & Reliability) [AGM]
3.	Director (Operations)	14.	Head of Department (Forward Project Group) [AGM]
4.	Chief Vigilance Officer	15.	Head of Department (Internal Audit) [AGM]
5.	Chief General Manager (Commercial & Outsourcing)	16.	Head of Department (Legal) [AGM]
6.	Chief General Manager (Finance/Information Technology)	17.	Head of Department (Company Secretary) [AGM]
7.	Chief General Manager (Human Resources & Administration)	18.	Head of Department (Modernisation) [AGM]
8.	General Manager (General Engineering Services & Ship Repairs)	19.	Head of Department (Medical) [DGM]
9.	General Manager (TS)		
10.	General Manager (Planning)		
11.	General Manager (PCV & R&D)		

# **INDUSTRY ANALYSIS**

## **PESTEL ANALYSIS**

- **POLITICAL FACTORS:**

Shipping industry in India is administered by central government through “Ministry of Shipping” with the sole responsibility to formulate policies, programs and their implementation. Each port is governed under Indian Ports Act’ 1980 and Major Port Trust Act’ 1963 and administered individually by board of trustees under direct orders from central government. Political factors are important here due to immense involvement of government in this industry.

- **ECONOMIC FACTORS**

Change in economic conditions at domestic or at international level largely affects the functioning of every industry; following are some of the economic factors which may affect shipping industry. Exchange Rates are required for determining custom and excise duties, valuation of import and export goods, payment of duties etc. These rates are not uniform and fluctuate daily in line with demand-supply factors prevailing in international markets. With respect to shipping industry, government of India informs public involved in shipping trade about uniform monthly exchange rates, through monthly notification. Rate of inflation reflects changes in demand and supply conditions in economy. Inflation management therefore involve controlling demand and supply factors by various monetary and fiscal measures respectively.

- **SOCIO-CULTURAL FACTORS**

To help build up a strong industrial base through development of ancillaries. Encourage Scheduled Caste/Tribe persons by giving them preference in employment in the company and in the promotion of SC/ST employees as specified by the Government. Shipbuilding industry brings huge revenues to countries and directly influence the welfare of the people by affecting the GDP. To reinforce Government’s efforts in promoting social justice to the people at large by formulating corporate policies on employment, welfare, workers’ participation, consistent with the Government’s policies

- **TECHNOLOGICAL FACTORS**

Technological Factors: Technologies significantly affect human’s ability to control and adapt to their natural environments. Shipping industry is majorly dependent on technology which fastens movement of cargo and ships, processing of data, increases output, better delivery and communication, savings in fuel and controlling costs. technology improvement has changed the way people were traditionally working with more ease, flexibility and efficiently. Shipping line have benefitted with this technological innovation, they are now able to communicate with customs, government offices easily through mails and can send official shipping documents using encrypted data transfer channel.

- **ENVIRONMENTAL FACTORS**

There are some negative effects the industry has on the environment. An example is oil-spillage caused by many carriers in the ocean that results in water pollution and death of sea creatures, Greenhouse gas emission, it can also damage fragile ocean ecosystems due to practices like irresponsible disposal of sewage which affects the aquatic life.

- **LEGAL AND REGULATORY FACTORS**

The Dock Workers (Regulation of Employment) Act’ 1948:- This act regulates the recruitment and management of dock workers in Indian ports either temporary or permanently including their entry and removal, regulating terms and conditions of employment, deciding rates of remuneration and hours of work, minimum wage in respect of non-

availability of work and prohibiting, restricting or controlling the employment of dock workers not covered under this scheme.

Customs Act' 1962; - provide judicial and administrative powers for efficient working of shipping industry. The act deals with appointment and functioning of custom ports, airports and custom officers, determination of goods to be imported/ exported, prohibition on trade on specific commodities, power of levying and exempting goods from duties, assessments, claims, warehousing and clearance of cargo, security, confiscation, settlement of cases.

Essential Commodities Act' 1955:- This act gives powers to government to regulate or prohibit production, supply and distribution of essential commodities for commerce and trade in India. Essential commodity within this act pertains to sale and purchase of goods and services like crude and edible oils, petroleum products, iron and steel, paper, cotton, jute, coal, cattle fodder, food crops sugar.

Foreign Exchange Management Act' 1999:- This is one of the important act which has revolutionized international trade in and with India due to liberalized policies in foreign exchange management and regulation. The main objective behind this act was to consolidate the law relating to foreign exchange with objective of facilitating external trade and payments and for promoting the orderly development and maintenance of foreign exchange market in India.

The Right to Information Act' 2005: - This act has given secure access of information under the control of public authorities, to citizens of India. The act has brought transparency and accountability in working practices of public enterprises with continuous and gradual decrease in corruption cases.

## POTERS FIVE GRID ANALYSIS

- **Threat of New Entry**

Shipping industry is quite profitable as cargo has to move across the world but issues involved in setting up a shipping company are large capital investments in the form of vessels, operating risk of a vessel and the cargo availability. The characteristics of Shipping Industry are High capital requirement, Profit margin is high, Chance of expansion into new sector is less, Government restriction is less as industry is globally driven.

Capital requirement of the shipping industry is very large, so the threat from the new entrants is less. As the capital is very large the profit is also too high in shipping industry. Because all exporters and importers know the best mode of transport for their goods is the shipping line. Most of the countries' main economy evolves from the shipping industry. So the government will give full support for the new entry. Overall threat of the new entry is moderate to high.

- **Threat of Substitution**

Substitution threat is the result of change in buyer behavior towards competitor or against company. Substitution may also result due to change in quality of service, increase in freight rates and increase in transit time. It may affect the company to certain extent as they have to start new search of customer, establish strong relations and educate them on company policies and systems. Switching costs increase more at times of downturn due to decrease in supply of business from customers.

In case due to the delay of service or quality become poor and at the same time the freight rates are also similar, then the customers will switch on to the new substitutes. If the oil price shoots up then the company is forced to increase their transportation charges. **Overall threat of substitutes is moderate to high.**

### Bargaining Power of Suppliers

Suppliers barely make any difference to companies involved in shipping line business, especially to the dominating shipping companies. While it may affect to certain extent to small players who are struggling to establish within the industry. Suppliers provide fuel oil, lube oil, fresh water, paints, repair services etc. to the shipping companies. The bargaining power can be summarized as Number of the suppliers is high, Price factor of the suppliers is high, Profit of the supplier is less, Switching cost of the supplier is high, Operating cost is high. Overall bargaining power of suppliers is low.

- **Bargaining Power of Buyer**

Buyer is one of the strongest factors in shipping line business. Buyers may be in form of importer or exporter, clearing agent, freight forwarder or manufacturer of goods. Shipping business is based on two main core factors price and quality of service. Price refers to freight rate at which one container is decided by shipping company to

transport from one place to another. Due to much competition in this sector bargaining power of buyer has increased in relation to freight price. The bargaining power of buyer is summarized as, Numbers of the customers are high, Switching cost is low, Customer's information and awareness is less, Customer's ability to demand is high, Freight forwarders and clearing agents are high.

Number of customers is high in this field due to the export and import of goods from different parts of the world. But the similar price and quality will lessen the attractiveness. Customer's ability for demand is high, because operators are in threat of losing customers. Switching cost of customers is low because of more number of operators. **Overall bargaining power of Buyers/customers is high.**

- **Competitive Rivalry/ Competitive Environment**

Rivalry exists in every field and it is part of the day-to-day businesses. It is sometimes bad because companies have to share hard earned profits with competitors and sometimes goods because it gives opportunities to one company to stand in line with another in terms of quality of service, business strategy, job satisfaction etc. The competitive rivalry can be summarized as, Number of competitors is high, Industry growth is high, and Competitor's move to new customer is low.

Number of competitors is high in shipping industry, because of the thought that the profit margin very high in this industry. Industry growth is high, so the chance of exit from the industry is less. Competitor's move to new customers is very low because of the non-awareness of their profile. Overall competition in the industry is high.

## **COMPANY ANALYSIS**

### **SWOT ANALYSIS**

#### **STRENGTHS**

- GSL'S inherent strengths are
- An ISO 9001 Certified Company
- In-house design capability.
- Basic design capability, and sophisticated CAD/CAM facility supported by Tribon software.
- Good industrial relations and highly skilled workforce, which is receptive to absorb and adopt new technologies.
- Well established ERP and project planning network encompassing the gamut of operations to monitor production activities closely and process other activities.
- Ship lift and transfer system capable of docking vessels upto 6000 tonnes with two land berths of 120 mts. X 25 mts. and 250 mts. long jetty for berthing of vessels and repair work.
- Modern steel preparation shop with CNC plate cutting machines, automatic shot blasting equipment & CNC pipe bending machine.
- Modern Electronic Workshop.
- Setting up of Simulated Training facilities.
- A workforce of over 1700 skilled personnel and over 250 Qualified Engineers, Naval Architects and other executives.

#### **WEAKNESSES**

- High overheads on account of need to adopt all state policies in reference of reservations, procurement, etc. under provisions of Article 12 of the constitution.
- Water depth limit.

- Lesser draft of river channel adjoining GSL water front, thereby precluding building of larger sized warships.
- Inadequate industrial and local vendor base, within the state, or in adjoining areas of nearby states.
- Poor connectivity to measure container ports which severely delay availability of imported material and equipment.
- Geographical limitation for expansion at the present site.

## **OPPORTUNITIES**

- Prospective requirements of commercial vessels like RO\_RO for coastal shipping.
- Increased demand for small and medium sized commercial and defense vessels in Indian Ocean Region (IRO) countries.
- Successful integration/outsourcing experience in delivering General Engineering products/services.
- Huge ship repair opportunities due to high cost of replacement tonnage and GSL strategic location between Ports on the Western coast.
- GSL has the high potential for export due to governments liberalized policy, easing of foreign exchange control.
- Demand for OPVs/FPVs for patrolling, pollution control, etc due to increasing security needs internationally.
- Increasing need if GRP/FRP boat requirements for policing by government agencies.
- Growing maritime Defense needs will bring out more opportunities for GSL.
- Potential for entering into Annual Maintenance Contracts for maintenance of vessels.

## **THREATS**

- Emerging capability of medium sized private shipyards, with low overheads, and predatory pricing strategies to gain entry in to the defense sector.
- Limited pool of experienced sub vendors.
- Inability of Indian ancillary industry to provide quality goods and services for efficient indigenous shipbuilding.
- Economic downturn and consequential impact on shipbuilding industry.
- Uncertain statutory amendments.
- Constraints in shipbuilding workflow on account of relocation of key facilities during ongoing modernization.
- Increasing competition from private sector is seen in the shipbuilding market.
- Availability of limited experienced outsourcing parties to meet huge demands.
- Competition from small scales shipbuilders and repairers.

The SWOT Analysis brings out the opportunities available and the strategies for exploring the same, based on our core strengths, and minimizing the impact of weakness. Some of the recommended measures would include:-

- Evolving strategies to overcome the bottleneck due to river draft restrictions.
- Need to overcome the import shipment constraints, by evolving quicker port clearance modalities as also reduction in transit up to Goa.
- Developed adequate vendor base within adjoining areas of Goa or Western India.
- Evolve strategies for replenishment for impending retirements.

- Evolve strategies for cost reduction through strategies with lower overall cost in ship design/construction, identification of non value adding activities.

### VRIN ANALYSIS

Resource or capability	Valuable (exploit opportunities and neutralizes threats)	Rare (possessed by a few firms in the industry)	Inimitable (Costly to imitate)	Non substitutable	Core competency competitive advantage
Software (Tribon, BaaN, Aviva, Primavera, Oracle, Lotus, etc.)	Yes	Yes	Yes	Yes	Yes
R&D (in-house design development)	Yes- GSL focuses on customized ship designing.	Yes	Yes	Yes- each ship constructed has a unique design.	Yes
Skilled manpower for production	Yes	Yes	No	No	No
Simulated Training facility	Yes	Yes	Yes	Yes	Yes
Infrastructure modernization	Yes- with the help of ship lift and transfer system, GSL is capable of docking vessels up to 6,000 tonnes of 120mts vide.	Yes	Yes	No	No
GRP/FRP (glass reinforced plastic) Production Technology	Yes	Yes	Yes	Yes	Yes
Demand for OPVs/FPVs	Yes	Yes	Yes	Yes	Yes

## DEPARTMENTS IN GOA SHIPYARD LIMITED

**FUNCTIONS AND DUTIES:** The various functions and duties being performed in GSL and the department heads responsible for smooth functioning of their respective departments are listed below:

1. HUMAN RESOURCE & ADMIN DEPARTEMENT (HR & A)
2. PRODUCTION DEPARTMENT
3. GENERAL ENGINEERING SERVICE (GES)
4. SHRIP REPAIRS
5. FINANCE DEPARTMENT
6. INTERNAL AUDIT
7. QUALITY ASSURANCE (QA)
8. COMMERCIAL DEPARTMENT
9. PLANNING DEPARTMENT
10. DESIGN
11. VIGILANCE
12. FORWARD PROJECT GROUP (Marketing Department)
13. INFORMATION TECHNOLOGY
14. COMPANY SECRETARY AND LEGAL DEPARTMENT

### HUMAN RESOURCE & ADMIN DEPARTEMENT (HR & A)

GSL firmly believes that its people are the most valuable resource & are the key to its success. To retain & nurture this talent at GSL, they have a well-established personnel department which plays a very significant role in the functioning of the organization.

The HR Department consists of various sections namely Recruitment, Establishment, Industrial Relations, Welfare, Training and Development, Administration, Public Relations, CSR, Time Office and Contract management and legal, Industrial Relation. The activities of each section are as follows:

Human resource and administration department is being divided into many sections and each and every department cares the same level of importance. The following department comes under human resource and administration section (HR & A): -

#### Human Resource Department

- Recruitment
- Establishment (officers & Supervisors) & (Workers establishment section)
- Learning and development (L&D)
- Welfare Department
- Legal Section
- Corporate Social Responsibility (CSR)
- Time office
- Canteen Department
- Industrial Relations

#### Administration Department

- Estate Department
- Hygiene & Sanitation
- Official language
- Transport Department
- Public Relations

# Production Department

Various Production Department in GSL

- 1) New construction
  - Hull Construction Department
  - Welding Department
- 2) Hull O/F Department
- 3) Engineering O/F Department
- 4) Electrical O/F Department
- 5) Piping Department
- 6) Painting Department

## 1) New Construction Department

The New construction department is further divided into two departments:

**Hull construction:** At GSL the hull is constructed in BLOCK CONSTRUCTION METHOD (HBCM)

The hull block construction method is a system of shipbuilding wherein parts and subassemblies are manufactured in separate blocks. Once work is completed on these blocks, they are moved to the main hull for installation.

The steps of the HBCM process can be generally summed up in the following order:

- Part fabrication
- Part assembly
- Sub-block/semi-block assembly
- Block assembly
- Grand-block joining
- Hull erection

The main job of this department is to build the Hull of the vessel including the superstructure. The Design department prepares the necessary drawings and sends them to the Production department.

The entire ship is split into blocks and drawings are prepared for each block. The drawings are used to cut the Mild Steel plates into the required shapes using a Plasma CNC machine. Then the steel plates are welded to build the required block. The completed block is then placed in the ship and welded to the previous block.

**Welding department:** welding of components (Frames, Tank top, Stringer, Skid, Aluminum plates, block, Bulb plates) takes place in this department.

## 2) Hull Outfitting Department:

The outfitting department basically deals with the comfort and safety of the personnel at the vessel in the sea. The outfitting includes bollards, manholes, railing, bulwark, anchor and pillar.

## 3) Engineering O/F Department:

All the engineering equipments like the engine, Diesel generators, pumps, steering gears, etc installation and commission is carried out by this department

## 4) Electrical O/F department:

All the laying of wires/cables and connections for all the equipment on board as well as all the lighting and installation of switches and boards on the ship is carried out in this department

## 5) Piping Department:

The piping department deals with installation of entire piping system of the ship. The system includes bilge, ballast, fuel oil, lube oil, fire fighting etc. it also deals with the installation of valves and pumps for the ship

Painting Department:

Once the blasting is completed, the entire vessel is cleaned and painted to protect the integrity of the steel and prevent future corrosion. The underwater side is painted with anti-fouling paint to prevent marine growth and ensures vessel operates close to its original design speed and fuel consumption.



## Ship lift & Transfer System

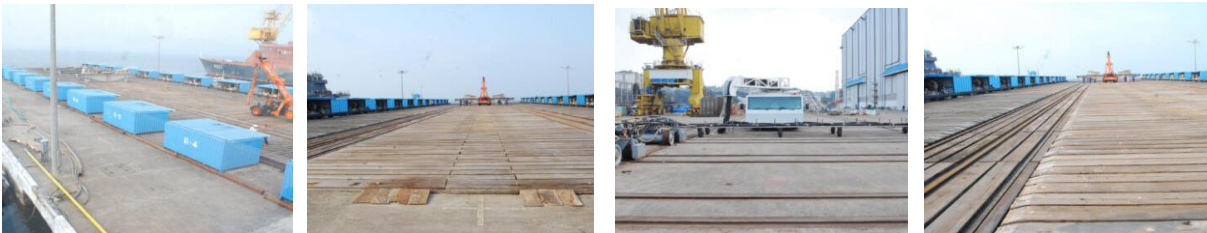
LENGTH OVERALL – 120 mts BREADTH – 25 mts LIFTING CAPACITY- 6000 Tons

### Ship lift

A ship lift is a modern alternative for a slipway, a floating dry dock, or a graving dry dock. A ship lift is used to dry dock and launch ships. It consists of a structural platform that is lifted and lowered exactly vertically, synchronously by several hoists. First, the platform is lowered underwater, then the ship is floated above the support, and finally the platform with support and ship is lifted and the ship is brought to the level of the quay. The ship lift at GSL is 120 meters\*25 meters, max depth of 10.7m, has a lifting capacity of 6000 tonnes, the drop rate/ rise rate is 1 meter/5mins.

### Transfer System

Many ship lifts use a transfer system for ships so that the vessels can be transported from the water to a parking place, while a dry-docking installation can only dock one ship. For large vessels the transfer system consists of several trolleys or cradles called “boogeys”, supported by high-capacity steel wheels. The wheels drive on heavy duty rails. The transport can be one directional, but to serve more parking places, two directional systems are used. These two directional systems make use of transversal carriage or sometimes the wheels of the trolleys can be turned over 90 degrees. Above the wheels often hydraulic cylinders are located so that the ship can be transported upon a so-called “Fluid Bed”. The cylinders are also used to lower the ships on a static support, so that the transfer system with the active elements can be recovered. Transfer of 12000+ ton vessels to and from the ship lift and across the shipyard is smooth as the suspension compensates for slight elevation changes. This suspension system also means that the shipyard and ship lift pier ‘civil works’ structural bearing design can be designed with lower peak loads.



### Outfitting Engineering Department

The O/F Engineering department mainly deals with the engines, DG’s shafts, and its alignment

### Steel Preparation Shop

Complementing the hull fabrication bays in a modern steel preparation shop equipped with CNC plasma cutting machine, automated shot blasting and priming plant and processor-controlled bending machines, Steel, aluminum and other non-ferrous plates are cut by computer-controlled plasma arc cutting machines for a precise fit and finish.

## General Engineering Services

This department is structured like a subsidiary of Goa Shipyard Limited. It competes in different engineering tenders without depending on GSL’s FPG department, does tendering/procurement by itself without depending on GSL’s Commercial Department, does the manufacturing/ Construction by itself without depending on GSL’s Production Department and provides after sales service to its customers without depending on GSL’s GR cell. This department carries out different engineering activities such as construction of small FRP Boats, Damage control simulators (DCS), Shore Based Test Facility (SBTF) among others. This department operators all small value contracts and generates higher percentage margins for the company.

## **Ship Repairs**

The pedigree of GSL dates back to the early 60's when it offered high quality workmanship in ship repair and modernisation. Today, ship repair and refits range from routine maintenance, repair and surveys to major steel renewal, engine replacement, total machinery overhaul and extensive damage repair. The repair division's dedicated team consisting of naval architects and engineers, having vast experience and extensive exposure in carrying out repairs of any nature, by using the latest tools and techniques have consolidated our standing as repair yard which timely executes each project. The repair team's continuous quest for excellence has resulted in state of art docking and repair facilities. In-house welders, pipe fitters, structural fitters, electricians and carpenters are employed to ensure high quality, cost efficiency and rapid turn-around. By developing an excellent rapport with a worldwide network of suppliers, GSL has devised a rapid response program for expeditious supply of spare parts and prompt service, thus cutting down costly down time. GSL is reckoned as one of the best service provider in the nation with expertise in ship repairs.

## **Finance Department**

In Goa Shipyard Limited there are 12 sections under the Finance Department.

1. Taxation – Deal with both Direct and Indirect taxes which are applicable to the company's business
2. Bills Receivables – They receive various bills here and make payments to suppliers within India
3. Costing – Plays a major role for arriving at a standard rate/price of its products after considering all related expenses as per costing standards framed by ICMAI.
4. Import Section – Payment to foreign suppliers. Ensues foreign currency hedging to minimize the loss due to foreign exchange variation.
5. Sales Section – Prepares the invoices of the ships which are manufactured or repaired on stage basis or delivery basis based on contracts with customer. Also ensure the timely receipt of money from the customers within due dates.
6. Cash Section – Manage the funds and invest surplus money to ensure the inflation impact on the available money. At the same time ensures the payment requirements of the other departments based on budgeting and forecasting the payment liabilities and probable revenues to be received.
7. Sub Contract Payment – On receipt of proper bill and compliances made by sub-contractor release the payment strictly on time
8. Other Miscellaneous Payments – day-to-day small payments paid like sundry expenses, imprest bills, transportation bills etc.
9. Pay Roll Section - This section ensures the correct calculation & payment of salary to its employees as per the terms & conditions of agreement or policies adopted by the company and notifications issued by government time to time. It is responsible for deducting the PF, ESI, Pensions & Premiums from the employees' salaries & timely depositing the same to the government treasury on due date. It is also responsible for the final settlement of employees in case of retirement, termination or separation from the company. LTA & LE concepts are there. LTA means Leave Travelling allowance & Leave Encashment (LE) means paid leave.

10. Accounts and Reporting Section – prepares accounts as per company's act,2013 and applicable accounting standards and presents before Auditors and Board members and other stakeholders. Calculation of taxes and its payment on time.
11. Internal Audit – Ensure that the company is complying with relevant laws and statutes.
- 12.IT Section – ERP systems help in doing work in smooth way and recording the data and making paperless system.

### **Internal Audit**

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It may help an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. Internal auditing might achieve this goal by providing insight and recommendations based on analyses and assessments of data and business processes. With commitment to integrity and accountability, internal auditing provides value to governing bodies and senior management as an objective source of independent advice. Professionals called internal auditors are employed by organizations to perform the internal auditing activity. Internal auditing may also involve conducting proactive fraud audits to identify potentially fraudulent acts; participating in fraud investigations under the direction of fraud investigation professionals, and conducting post investigation fraud audits to identify control breakdowns and establish financial loss.

### **Quality Assurance Department**

The exacting Quality Assurance Program of the Company has over the years been fine tuned to meet the rigorous defence and commercial quality standards. GSL's Quality Assurance Division, involved at every stage of production and testing process is responsible for all metrology, welding inspection, mechanical inspection and non-destructive testing. The Division is geared to undertake X-Ray, ultrasonic, dye penetration inspection and other non-destructive tests. Equipment used for inspection is checked and calibrated in GSL's laboratory. Working procedures have been laid down and documented and GSL is an ISO 9001-2015 Certified Company

### **Commercial Department**

The commercial department focuses mainly on two types of items a) Project items and b) non project items are needed for the departments to function PA (Procurement Advice) number. The project items are required by all the departments to make the different parts of the ship. The commercial department buys their items through two different tendering systems 1) private tenders and 2) Government Tenders. In case of private tenders this tenders systems is direct without much of a procedure but in the case of government tenders this is indirect as there are a lots of government procedures. The project Items they buy from the vendor with the same market price and fix the pricing for a period of time and buy the items in bulk as and when required. Commercial Department again differentiated into many sub section such as Project Items this section is responsible for all the items used for ship building. Capital section is responsible for long term assets such as table, fan, cupboards etc. and Daily purchase responsible for consumable good and accessories like paper rims, pens, files, etc. In commercial department has a stores department which keeps the record of the items stored in the warehouses.

## **Planning Department**

The planning of ship building start with the contract been/being signed by the customer. The contract includes the commencement date of the project, Essentials such as build specs., drawings, build material, date of completion of the project and other important terms and conditions.

The planning department provides and monitors day to day activities of every department in the yard using PERT (Project Evaluation Review Techniques). The PERT also provides the project plan for the respective departments separately and helps them in finishing the project.

Apart from PERT, the planning department also provides Technical Advice and Procurement Advice to the other departments.

The planning department monitors the acquisition or materials according to the place of work done.

They also evaluate the project on weekly or monthly basis and guide other departments if required in completion or replenishment of the project.

## **Design Department**

The very first step in designing is to acquire the specification given by the customer and making a ‘wire frame module’.Based on the build specifications given by the customer and considering the various requirements and factors of safety and Class requirements the design department prepares a 3-Dimensional model of the ship in Aveva Marine software. A 1:10 scale model of the ship undergoes simulation, and the results are monitored.

The design of the ships in GSL is constructed strictly under the IRS or ABS rules and regulations.

Once the model clears all the tests in simulation, the 2-Dimensional drawings are prepared by considering all possible views necessary for each block. All the drawings are approved by the class and the customers. Once the approval is given, they freeze the drawing and the nit is forwarded to the respective departments. This department also lists the necessary material needed to build the ship and the estimated list is sent to the concerned department.

The Design department is further divided into Hull design, Engineering Design, and Electrical Design, Each Department models their part into the final model of the ship.

## **Vigilance**

The vigilance department reviews rules, procedures and systems in identified areas periodically to eliminate/minimize scope for corruption and malpractice. It identifies and reviews areas and posts sensitive to corruption prone and advices the chief executive on the rotation of staff in these areas periodically. It also plans and enforces surprise checks and surveillance in identified areas determining system failures and deficiencies, quality and speed of work, existence of corruption/malpractices and irregularities. And anyone facing sexual harassment in the workplace can report to this department. This department plays a major role in providing security to GSL in all fields. It acts as a police station in a company. This department eliminates corruption and sexual harassment in workplace and provides employees a tension free working condition. The security is handled by CISF. The chief vigilance officer is always a civil services officer appointed by central government.

## **Forward Project Group**

GSL offers a wide spectrum of services to its valued customers which includes, Designing and building variety of vessels and simulating training facility with customized products. As one of the few Indian

shipyards equipped with an in-house design capability, GSL carries out its own Research & Development, in the process developing an in-house product range that efficiently meets the specific requirements of clients in the defence as well as commercial sectors in the fields of design, construction, repair and modernization of vessels. Most new shipbuilding projects at GSL are based on our own in-house design – the result of intensive R&D activity carried out over the years. The template with the design is produced before the client to market the new shipbuilding designs was designed by GSL. Also GSL provides Customized products to the clients with satisfactory services.

## **Information Technology**

GSL has implemented BaaN ERP ( Now it is called Infor ERP ) in the year 2002 with a gamut of modules such as Finance, Distribution, Manufacturing, Projects , PLM & Human Resources (HR) and become a role model to BaaN ERP as we are the first project base ship building company to have implemented BaaN ERP. We also have other specialized software's like Primaviera for projects, Tribon, CAD/CAM for ship designing & modelling and Oracle for Attendance Recording System, which have all been integrated with BaaN ERP Application server for ease of operations across applications. As part of E-governance initiatives we have implemented a fully customised workflow and Group ware applications to cater for our daily requirements of Internal communications, Approvals, leaves, claims and Gate-Passes and the like. GSL is in a continuous process to bring Computer, Cyber security & frauds awareness amongst employees by giving trainings, broadcast and publishing in the GSL in house journal.

## **Company Secretary**

A Company Secretary is responsible for the efficient administration of a company, particularly with regard to ensuring compliance with statutory and regulatory requirements and for ensuring that decisions of the board of directors are implemented. The company secretary ensures that an organisation complies with relevant legislation and regulation, and keeps board members informed of their legal responsibilities. Company secretaries are the company's named representative on legal documents, and it is their responsibility to ensure that the company and its directors operate within the law. It is also their responsibility to register and communicate with Shareholders, to ensure that dividends are paid and to maintain company records, such as lists of directors and shareholders, and annual accounts. Company secretaries in all sectors have high level responsibilities including governance structures and mechanisms, corporate conduct within an organisation's regulatory environment, board, shareholder and trustee meetings, compliance with legal, regulatory and listing requirement and trustees.

## **Internal Audit**

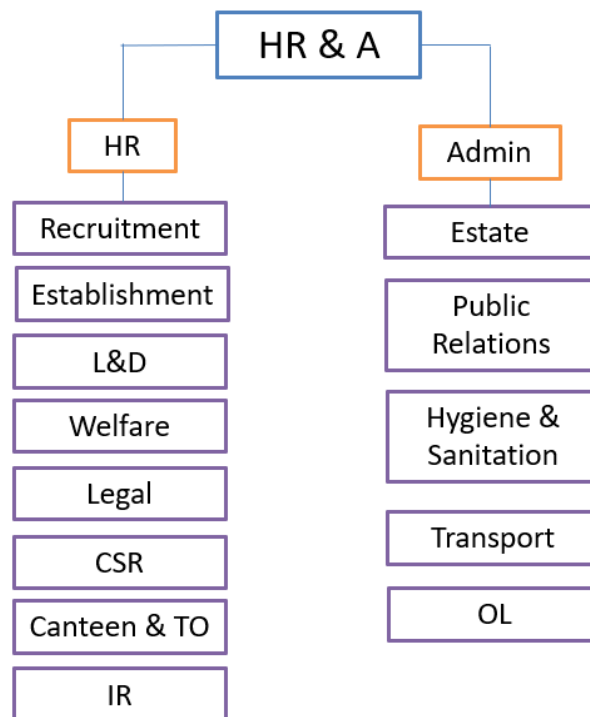
Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It may help an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. Internal auditing might achieve this goal by providing insight and recommendations based on analyses and assessments of data and business processes. With commitment to integrity and accountability, internal auditing provides value to governing bodies and senior management as an objective source of independent advice. Professionals called internal auditors are employed by organizations to perform the internal auditing activity. Internal auditing may also involve conducting proactive fraud audits to identify potentially fraudulent acts; participating in fraud investigations under the direction of fraud investigation professionals, and conducting post investigation fraud audits to identify control breakdowns and establish financial loss.

## LEARNING DERIVED

The learning's derived from the internship are as follows:

- Organizational structure and working within a team
- Structure and functioning of different departments of a shipbuilding company
- Functions of different sections of HR&A department

### Human Resource & Admin Department



### Human Resource Department

#### 1. Recruitment

Recruitment is the process of attracting, evaluating, and hiring employees for an organization. Goa shipyard limited will analyze and identify how many vacancies are to be filled in the organization based on

1. Number of posts to be filled due to accidental death of the past employee, resignation, terminated or need of manpower
2. Number of positions are identified
3. Duties and responsibilities to be performed in the organization
4. Qualification and experience required

The recruitment committee of Goa Shipyard Limited will be formed and finally make a decision for number of vacancies required to be filled. Later these vacancies are advertised through different channels such as company website, local newspaper and national newspaper, employment exchange, etc. Taken into consideration of the government guidelines all post will have a reservation seat for SC, ST, OBC, PWD and Ex-service man.

There is a time period for the candidates to fill their applications for their respective eligible post through the GSL portal with a DD in the name of the company. And a hard copy of the Application along with the DD and required documents need to be submitted in the GSL on or before the last date mentioned in the advertisement.

When the hard copy of the applicant is received in the GSL a certain procedure is been followed. The applications are stamped with the date received in the GSL. And these applications are further received in the HR department in the recruiting section. Here the Applications are signed by the senior office in the proof of the applications been received in the HR department. Scrutiny of applications wherein as the limit of the period within which the company is supposed to receive applications ends, the applications are sorted out. Incomplete applications get rejected; applicants with un-matching job specifications are also rejected. All the applications are further segregated based on their post and data is entered into the system. Screening starts after completion of the process of sourcing the candidates. Screening is the process of filtering the applications of the candidates for further selection process. All the records are maintained by the employees working in the GSL. The Applications of the candidates are reviewed and checked for the candidates' education, work experience, and overall background matching the requirement of the job.

DD information is entered into the system and the data is sent to the Finance department for future procedure. All the applicants are sent a mail for the written test to be conducted on a particular day. The written test will be for 100marks which may consists of General Knowledge questions, English, aptitude, verbal and skill based questions. The candidates who clear the qualification round of written test are further been called for the interview and document verification. They are even called for the skill test of 25marks. The eligible and qualified candidates are been selected for the particular post. This selection is taken care by the higher committee and the recruitment committee and get approved by CMD Chairman & Managing Director of GSL.

## **2. Establishment**

This Department consists Officers and Supervisors establishment section and workman establishment section. Both these section Department looks after the bonus, promotion, reward, increments and NOCs of the Employees. They also look after the new onboard employees. They also prepare the performance appraisal report of the employees (officers and supervisors) establishment department is directly under the control of the ministry of defense. Establishment section also looks after the PMS of the employees (officers and the supervisors). Once the employee joined the organization till his retirement is looked after the Establishment department.

## **3. Learning & Development**

GSL believes that Training & Development is an important pillar on which the organization current performance and future growth depends. An engaged workforce having the necessary skills, expertise and knowledge can help the organization achieve high levels of success. Training is mainly concerned with the improvement and up gradation of the skills and knowledge of the employees which ultimately adds into the job performance.

The company needs to manage training need assessment procedure which identifies the training required by its employees to remain abreast with the changing and growing technological scenario. Based on the needs the required training program and the training institutes which imparts such trainings are identified and a schedule for the complete year is formulated as "Annual Training Calendar" Feedback is an integral part of the training & development process so a Three – Dimensional training feedback seeking mechanism is followed where in feedback

is taken from faculty/institute, employee himself and from his superior, so as to ensure that the training has fulfilled both organization's and employees expectations and aspirations.

#### **4. Welfare Department**

Welfare section headed by the Welfare Officer is responsible for the over-all wellbeing of the office. It aims to improve the working conditions of staff, increase the overall working efficiency of the office, boost the morale of employees, and bring in a professionally cordial atmosphere.

#### **5. Legal Section**

Legal department is responsible for providing legal services and advice to the company, its divisions and employees. The department office faces a great number of different legal matters. These matters include: business development, contract management, transactions, customer claims against the company for product damages and defects, litigation, employment law, sales and leases matters, debt collection, bankruptcy, case prosecution, and much more. All these activities create the workflow of Legal department. If to look at the workflow in whole, the following main functions of the legal department can see:

- Providing legal advice and guidance
- Prosecution of cases in courts and litigation management
- Documentation preparation and drafting

#### **6. Corporate Social Responsibility (CSR)**

The term corporate social responsibility refers to practices and policies undertaken by operations intended to have a positive influence on the world. It is a management concept whereby companies integrate social and environmental concern in their business operation and interactions with their stakeholders.

CSR Committee includes:

1. DC- Director (Corporate planning, Project planning and business development.)
2. DF-Director (Finance)
3. DO-Director (Operations)
4. Independent Directors (At least one)

Policy:

CSR activities have been made mandatory under the Company ACT, 2013 for companies falling under prescribed category. Section 135 of the companies Act, 2013 and the companies (CSR) Rules, 2014 deals with the provisions relating to CSR.

CSR Rule:

Every company that fulfills the conditions set out under section 135 of the company Act, 2013 has to spend at least 2% of their average net profits made during the three previous financial years towards the corporate social responsibility (CSR) in the current financial year.

Who is eligible for CSR?

Section 135 of the Company Act, 2013 provides the threshold limit for applicability of the CSR to a company.

- Net worth of the company to be Rs 500 Crore or more.



- Turnover of the company to be Rs 1000 Crore or more.
- Net profit of the company to be Rs 5 Crore or more (PBT)

•Projects that were completed by CSR are listed down below:

- 1)Dairy Co-operative Project.
- 2)Agri Co-operative Project.
- 3)Skilling of Tribal women through establishment of multiproduct processing centre.
- 4)Waste Management Project.
- 5)Mobile Healthcare Project.
- 6)Renovation/ Construction of toilets at government schools and local community.

## **7. Time Office**

This section deals with time keeping function such as recording and maintaining of attendance register, shifts of employees, providing identity badges, processing the attendance to prepare the payroll, processing attendance linked allowances, crediting of leaves and maintaining related records. This whole process is performed on BAAN. BAAN is an ERP system where all the records of every employee are stored and anyone can see it on GSL computer on DARSHAK for leave and allowances. Time office section puts the entries of each employee of their holidays, shifts, TY duty, holidays linked allowances and late punching and start maintain after 20th of every month. After this all calculations the details are sent to payroll section for salary process and future process.

## **8. Canteen Department**

GSL also provides food facility to the employees. The employees need to buy the coupon for their breakfast lunch snacks and need to punch them in the morning. So that the cook knows the quantity of the food need to be prepared that day. The management of the food facility is been looked after the Canteen department.

## **9. Industrial Relation**

Managing relationships with unions & ensuring that the Company's treatment of employees is consistent with its core business values and objectives. Handling complaints, managing grievance procedures and facilitating counseling in conjunction with other stakeholders. Industrial relations is a field that studies the employment relationship. Industrial relations is increasingly being called employee relations because of the importance of non-industrial employment relationships. Since its inception in the year 1957, GSL has seen many ups and downs, has seen worker aggression and worker collaborations, has seen the rise and fall of different Unions, has seen the emergence of new unions and subsidence of old ones.

Unionism in this organization has marched through different phases. The Personnel department, specially the IR section of GSL, had a strong role to play in all the panoply. The officers employed in the IR section of this organization from time to time played a very critical and crucial role in managing the unions effectively, ensuring the fulfillment of their legitimate demands from time to time, ensuring peaceful IR scenario in the organization, ensuring suitably addressing of the grievances and aggressions of the unions, ensuring the productivity of the organization. The contribution of the IR officers and the Personnel Heads in the last 15 years has been very remarkable and worth admiration.

## **Administration Department**

This section looks after organizing and maintaining personnel records, updating internal HR databases, preparing HR documents for betterment of an organization, transport and contract labor.

### **1.Estate department**

The work of an estates department has to assure that the engineering and building services are maintained and operated efficiently and effectively. Some of the services they provide include: maintenance of grounds, buildings and engineering installations, management of medical devices, environmental management, fire prevention, health and safety, security, waste disposal, Responsibilities might include:

- management of a range of complex or critical services
- professional management of capital (building/ construction) works and maintenance contracts, including budget
- supervision of directly employed staff and external contractors / services engineers
- Skills required
- Estates officers should have:
- good interpersonal/ communication skills
- ICT skills
- an understanding of new and innovative technology

### **2. Health and Sanitation**

In a shipyard environment, workers are exposed to health effects that include communicable diseases, heat-related illness, health effects related to the delay of urination and defecation, and the injection or absorption of hazardous substances. To prevent exposure to these well recognized and documented hazards, workers sanitation needs must be met through various means such as providing protective clothing and an adequate number of sanitation facilities, prohibiting eating, drinking, or smoking in contaminated areas, and providing potable drinking water in ample amount. These things are taken care in this department.

### **3.Official language**

In May 2015, the government had issued an order that as per the Official Languages Act, 1963, all government files would have to be issued bilingually, in Hindi and English. This Resolution was passed to build a comprehensive program to increase the use of Hindu language for official purposes by the Union of India. This department is in charge of making all the documents related to company and printing it in Hindi language.

### **4.Transportation**

This department provides transportation facility to the organization as and when required. Also GSL provides school buses to the children of the GSL employees. A complete record of vehicles entering into the organization is recorded by this department and maintain the security.

## **5.Public Relations**

Public relations' unique function is to help the organization develop and maintain relationships with all of its key publics and stakeholders by effectively communicating with these groups. Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics. Objectives while dealing with PR – to stress the importance of PR in public enterprises, to define its role in relation to the organization and the public and to emphasize the vital need for a planned and sustained two-way communication and effective PR techniques.

Here at GSL public relations plays a very important role in arranging press conference and it acts as a mediator between the company and the media, and has to protect the image or its individual products. The public relations departments perform the following functions:

- Press relations: A PR department performs the function of creation and dissemination of information to press (publicity).
- Communication: PR department promote the understanding of the company and its products and services. For this purpose, they undertake external and internal communication.
- Lobbying: lobbying means dealing with legislators and government officials to promote or defeat unfavorable legislation and regulation.
- Counseling: PR departments advise the top management on matters related to public issues. This also includes advising the company in the event of product mishap.
- Corporate
- Company journals: GSL is one from the many service organizations which publicize their own magazines which are circulated among the clients and employees. The role of PR department in developing in house journals is significant. Apart from in-house journals, companies publish annual reports, brochures, articles, company's newsletter and audiovisual material.
- Special events: PR departments help organization attract media attention by arranging newsworthy events.
- Public service activities: PR departments help companies build goodwill by contributing money and time to good cause.

➤ **Applications of different management concepts in the company.**

These concepts include functions such as are planning, organizing, staffing, directing and controlling. Effectiveness is concerned with the end result. It basically means finishing the given task. Thus, Effectiveness in management is concerned with doing the right task, completing activities and achieving goals. Efficiency in doing the task correctly and with minimum cost. Management is concerned with the efficient use of input resources which ultimately reduce costs and lead to higher profits.

**Management of work:** All organisations exist for the performance of some work. Management translates this work in terms of goals to be achieved and assigns the means to achieve it.

**Management of people:** Human resources or people are an organisation's greatest asset. Managing people has two dimensions:

- it implies dealing with employees as individuals with diverse needs and behavior
- it also means dealing with individuals as a group of people

The task of management is to make people work towards achieving the organisation's goals, by making their strengths effective and their weaknesses irrelevant.

**Management of operations:** It requires a production process which entails the flow of input material and the technology for transforming this input into the desired output for consumption

**Management is a continuous process:** The process of management is a series of continuous, composite, but separate functions (planning, organising, directing, staffing and controlling). These functions are simultaneously performed by all managers all the time.

**Management is a dynamic function:** Management is a dynamic function and has to adapt itself to the changing environment. In order to be successful, an organisation must change itself and its goals according to the needs of the environment.

➤ **Operations management in helps the organization for:**

- Increasing profit
- Increasing output
- Competitive advantage
- Enhanced customer service
- Technological advances
- Better quality products or services

## ➤ **Functioning of a typical Public Sector Company**

Defence public sector undertakings (DPSUs) comes under the Department of Defence Production, Ministry of Defence, India.

Goa Shipyard Limited (GSL), a Mini-Ratna Group-I status company, is capable of indigenously designing and building sophisticated high technology ships for Indian Defence Forces and other varied clients including export markets. New business development areas identified under diversification include construction of Hovercrafts for Indian Army. GSL prides itself in timely delivery of ships at 'fixed cost' and enjoys very strong execution skills.

## ➤ **Market structure**

Goa Shipyard limited is an oligopoly market where in there are few shipbuilding companies in India. There are five Government Shipbuilding companies and two Private sector companies. Due to lots of rules and regulations with lots of agreements, policies and permission from ministry of Defence and Government it is not so easy to enter into the market therefore it has entry barriers.

In GSL it depends upon the condition and situation for the budget to finalize for its products and services. GSL makes customized products for its customer therefore the cost of the vessel depends. Sometimes its price maker and sometimes acts as a price taker. Most of the time its price maker due to its best service and the quality maintained. They dedicate to deliver products and services that conform to highest standards of design, manufacture, reliability, maintainability, quality and fitness for use as mandated.

## ➤ **Strategies**

1. Goa Shipyard limited carries out its own Research & Development, in the process developing an in-house product range that efficiently meets the specific requirements of clients in the defence as well as commercial sectors in the fields of design, contracting, repair and modernization of vessels.
2. Sub contracting non strategic parts of production such as painting, piping, etc cost
3. Customized product for the customers
4. Different department for large vessels and smaller vessels (for developing and nurturing) different core competencies/expertise.
5. Ahead of schedule delivery
6. Focus on Export orders
7. Good HR practices such as many reward and recognition scheme, frequent interaction of top management with worker unions, regular get together programs (during different festivals) for the officers etc.

## TASK PERFORMED

Helped in doing the Annual training calendar Of Goa shipyard Limited for the year 2022-2023.

To attract and retain the best of the talent, GSL has identified the need to invest in their development. GSL has laid emphasis on training initiatives to enhance the employee performance and improve the level of employee engagement.

The following is Training & Development Objective of GSL

- To describe the method of imparting training to officers/supervisors and employees to develop competent, motivated and committed workforce.
- To develop the skills for deployment in higher and new technological areas so as to face the Organizational changes & challenges.

GSL offers both internal training and external training to all the classes of employees i.e. workers, supervisors, officers and executives to ensure that everyone who works with GSL has the resources they need to learn more and build their careers.

Following are some of the training programs conducted by GSL annually:

- Fire Fighting Program
- Workers Education Programs
- Awareness Programs on ISO
- Pre-Examination Training to supervisors
- Supervisory Development Program
- Program on Material Handling
- Program on Stores Management
- Program on Supply Chain Management
- Program by WIPS (Workforce Improvement Projects)
- Program for CISF – Yoga/Stress Management
- Program on Contract Management/ Contractors
- Skill development program to augment FRP/GRP skills
- Need based skill learning for welders and fitter
- Need based training programs for Officers/Supervisors/Employees

The Approximate budget allocated by the Company towards the Training & Development Programs is around 50 Lakhs. This clearly implies that GSL strives to harness the positive effects of training and encourages career development.

In addition, GSL also conducts an Induction/Orientation program for the newly recruited management trainees. The program is called Live Life and is a 3-day induction program conducted by external faculties. The new inductees are given insights on several aspects like leadership skills, goal setting skills, financial management, team building etc. Apart from this a 7 day program is conducted by the upper

management from each department of GSL in which the employees are familiarized with the functions of each department of GSL.

Apart from this, the new inductees are groomed to the organizational culture and needs right from day one. Every new inductee is assigned a mentor for the initial 52 weeks for professional guidance, initial hand-holding and grooming, exposure to organization culture etc. and periodic (quarterly) assessments are carried out. This mentorship development program helps the new inductees to be an integral part of the GSL Family. GSL has also taken up the Skill Development initiative with an aim to meet the organizational needs. GSL is in the process of grooming the ITI (Industrial Training Institute) Diploma holders with skills needed for the FRP Construction that will help the internal talent to be groomed by 2018 for the execution of the MCMV project.

Also gave Presentation on Corporate Social Responsibility (CSR) and gained lots of knowledge through GSL CSR projects.

## CONCLUTION

All the departments in GSL function in a manner that is systematic and effective. They all act as a support function to each other. The flexible working hours benefits the employees as well as the organization.

The HR department tries their best to be fair with their employees. They also consider trainees as a family member of GSL and take equal interests towards them to give them the best knowledge.

During the internship I was given opportunity to interact with the managers and all other staff of GSL. Apart from theory knowledge, practical knowledge was also gained which is way beyond the book.

This study not only enabled me to know Goa Shipyard limited in detail, it also enabled me to get an insight into the shipbuilding industry and specially the defence shipbuilding industry.

I have gained a lot of knowledge and experience about various skills and duties to follow. I have also learnt how the Manager along with the staff work together as a team with mutual understanding, patience and cooperation.

- There is smart work and hard work
- There is proper time management

The atmosphere at the Goa Shipyard Limited was always welcoming and all the officers and subordinate staff were always kind and helpful to share any the information in all the possible way.

We believe that the knowledge that we acquired here will surely help us in our future endeavors in building our carrier. Thanks a lot for all the support and cooperation!



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