

# **Project**

**On**

**Productivity improvement & Process  
Optimization in APTARA Incorporation Delhi**

*Student Name*

**Enrolment No. – \*\*\***

**University Name**

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## **CERTIFICATE**

This is to certify that the project work entitled "Productivity improvement and process optimization in APTARA Incorporation, Delhi" is a record of bonafide work carried out by **Mr. \*\*\*** under my supervision towards partial fulfillment of the management programme course (MBA) of the Amity School of Distance Learning, Noida.

**Place  
Date**

**Name  
Designation  
(Project Guide)**

## **CERTIFICATE**

I \*\*\* certify that the Project report entitled "Productivity improvement and process optimization in M/S APTARA Incorporation, Delhi" is an original one and has not been submitted earlier either to Amity School of Distance Learning, Noida or to any other institution for fulfillment of the requirement of a course of management programme (MBA).

**Place**

**Date**

**Signature:**

**Name:**

**Enrolment No.:**

## **Acknowledgement**

In perusing and completion of my MBA and other commitments, I undertook the task of completing my project on "productivity improvement and process optimization of APTARA Incorporation. To this and I would like to thank and convey my gratitude to the Top management of APTARA Incorporation who allowed me to conduct my project and gave me their whole hearted support.

I also record my thanks to all the employees, ex-employees, and customers of APTARA Incorporation some of whom were frank and forthright and a few who were slightly apprehensive but nevertheless gave me their full co-operation. To all those I owe a debt of gratitude.

I am fortunate in having sought and secured valuable guidance, continuous encouragement and strong support at every stage of my guide and supervisor **Mr. Sumit Aneja** and am deeply grateful to him.

Finally, I also acknowledge with deep gratitude, the immense support I received from my family members who have always enhanced me and have been a source of inspiration and help in continuing my effort.

Last but not the least my special thanks to all those who have given all the secretarial support – despite all other commitments.

\*\*\*\*

Chapter 1:  
Introduction

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## Chapter 1: Introduction

1. Productivity surveys indicate that increased worker motivation and satisfaction can increase worker output. Progressive, innovative managers now achieve productivity increases with human resources management techniques that go beyond pay incentives.
2. Poor job match, poor work ethic, absenteeism, substances abuse, employee fraud and theft, weak managers, and employee turnover are some of the factors that contribute to substandard productivity. Today's global business leaders are depend on significant productivity increases to maximize the bottom line. Consequently, employees are asked to do more each day with less, resulting in a mismatch of resources and loss of productivity.

Fortunately, employee productivity increase can be achieved by knowing more about your employees and what motivates them.

3. APTARA Incorporation, Delhi established in 1988, M/s APTARA Incorporation Delhi is one of the oldest and established publishing houses in India. Initially, it started with name of Techbooks, company is co-founded by U.S. Resident Rakesh Gupta with a focus on reprinting scientific, technical and Medical (STM) books and journals. It has manpower. Strength of 3,500 employees and a high turnover.
4. However, over the past two years. The turnover of APTARA has been declining even company have increased manpower. In the meanwhile, the process unit of the APTARA in India had also shifted from Okhla, Delhi to Sarita Vihar, Delhi, in 2005, also opened a new facility in Dehradun for their in house needs.

5. Though there have been many reasons which together have combined to the decline in performance of APTARA lack of operational excellence appears to be one of the key reasons.
6. I am an employee of the APTARA as an operation team lead in the publishing conversion department, and have been observing this decline in performance and the turnover. I am deeply concerned with the well being of my present organization, would therefore, like to scientifically. Analyze the reasons and suggest remedial measures to the management.
7. Results of my survey and analysis would provide a very useful input to the management of APTARA who are already concern of the problem. They have welcomed my effort and are looking forward to collecting all available data in this respect for examining the problem in totality.

#### **Layout of the project report**

8. The project report have been presented in nine chapters as per following details
  - i. **Chapter 1-** Introduction introduces the subject of the project, identification of the problem and my reasons of choosing it.
  - ii. **Chapter 2 -** Theoretical perspective provides the theoretical perspective and the determinants of the productivity improvement.
  - iii. **Chapter 3 –** Objective and scope gives the objective of the project and lays down its scope.
  - iv. **Chapter 4 –** Methodology – Provides the methodology for conduct of the study, the research tools used, sampling details and the manner of collecting Primary and Secondary data.



- v. **Chapter 5** – Data collected – Records the empirical data obtained from the response to the Questionnaire and the structured interviews.
- vi. **Chapter 6** – Data Analysis – Analysis the empirical data of the chapter 5 and other inputs to the project research to bring out logical deductions.
- vii. **Chapter 7** - Findings – Records the findings arrived at due to analysis in chapter 6.
- viii. **Chapter 8** – Recommendations – Based on the findings obtained, this chapter recommends specific actions for improving productivity and overall operational efficiency of APTARA Incorporation Pvt. Ltd. Delhi for consideration of their top management.
- ix. **Chapter 9** – Conclusion – This concludes the project report and takes a stock of achievements with reference to the objectives of the project.

Chapter 2:  
Theoretical perspective

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## **Chapter 2: Theoretical perspective**

### **Sense+Simplicity+relevance=Results**

The relationship between man and work has always attracted the attention of philosophers, scientists, novelists and managers. A major part of man's life is spent in work. Work as a social reality and social expectation to which men seem to confirm. It not only provides status to the individual but also binds him to the society.

Today's global business leaders depend on significant productivity increases to maximize the bottom line.

#### **CASES OF LOW PRODUCTIVITY**

1. Lack of productivity costs money and when costs are under threat, then so to be jobs. No matter what job title the reader holds, in no matter what type of organization, the search for and the need to improve productivity is the ultimate goal. This is true today, as it was yesterday as it will be tomorrow.

Millions of dollars are wasted each and every day in organizations, through lack of awareness of this need to constantly improve productivity. Most of it can be stopped. A concerted effort at all levels, management, supervision and 'shop floor' will produce results. Positive, active cooperation by lower levels is the surest method of producing results.

Sometimes, particularly with (though not confined to) small organizations, splendid results can be obtained by concentrating effort on one section of the personnel, and often the most logical are supervision/ team leaders.

2. By careful training, education, planning, assisting and coordinating the activities of supervision and employees solid improvements can be made. These activities can form the basis of an effective and vital team building campaign. To be effective the supervisor or team leader must consistently think, act and speak productivity, thus displaying leadership in this vital area.

### **The fundamentals of productivity improvement**

In any team approach to improving productivity, there are a number of fundamental aspects which should be borne in mind. These are:

- 1) No organization is too small or too large, whether it is in the public or private sector, to rule out the attractive possibilities of improving productivity.
- 2) Productivity is a state of mind and should be promoted as such.
- 3) Involve as many employees as possible in the search to improve productivity. Psychologically it is sound to spread the degree of participation so that as many as possible feels that, to some extent, the success of the program rests with them.
- 4) It should be a continuing program, for it is never finished. A product line that is competitive today needs analysis to remain competitive tomorrow. Improving productivity should therefore be a permanent, alive and part of the organization at all levels.
- 5) Concentration should be made on controlling the controllable. Unless care is exercised, much time and money can be wasted in endeavoring to control the uncontrollable. Much of the success in improving productivity comes from judgment exercised in relation to categories in which various expenses lie and the respective opportunities offered. Although the day - to-day

approach is that every cost reduction tool should be used wherever practicable, over the years, improved productivity has come from better METHODS and better EQUIPMENT.

- 6) Improving productivity is not achieved by raising voices against people. Often there is too much talk about productivity and too little planning and concentrated effort.
- 7) Improving productivity is the real key to national prosperity under a rising standard of living.
- 8) No concern can afford to ignore the concept and practice of productivity improvement. The competition will not do so and certain national economies in the East have not and will continue to hold certain advantages, which have to be challenged in a competitive global economy.
- 9) Money must often be spent in one place to save in another.
- 10) Improving productivity requires resourcefulness, imagination, and enthusiasm. Success in affecting savings today merely presages extra effort tomorrow.
- 11) Productivity leadership flows from the top down. It rarely seeps up from the bottom.

### **33 rules to boost the productivity**

1. Suppose your goal is to climb to the peak of a mountain, but there's no trail to

Follow an example of a heuristic would be: *Head directly towards the peak until you reach an obstacle you can't cross. Whenever you reach such an obstacle,*

*follow it around to the right until you're able to head towards the peak once again.* This isn't the most intelligent or comprehensive heuristic, but in many cases it will work just fine, and you'll eventually reach the peak.

Productivity heuristics are behavioral rules (some general, some situation-specific) that can help us get things done more efficiently. They are:

1. **Nuke it!** The most efficient way to get through a task is to delete it. If it doesn't need to be done, get it off your to do list.
2. **Daily goals.** Without a clear focus, it's too easy to succumb to distractions. Set targets for each day in advance. Decide what you'll do; then do it.
3. **Worst first.** To defeat procrastination learn to tackle your most unpleasant task first thing in the morning instead of delaying it until later in the day. This small victory will set the tone for a very productive day.
4. **Peak times.** Identify your peak cycles of productivity, and schedule your most important tasks for those times. Work on minor tasks during your non-peak times.
5. **No-comm zones.** Allocate uninterruptible blocks of time for solo work where you must concentrate. Schedule light, interruptible tasks for your open-comm periods and more challenging projects for your no-comm periods.
6. **Mini-milestones.** When you begin a task, identify the target you must reach before you can stop working. For example, when working on a book, you could decide not to get up until you've written at least 1000 words. Hit your target no matter what.

7. **Time boxing.** Give yourself a fixed time period, like 30 minutes, to make a dent in a task. Don't worry about how far you get. Just put in the time.
8. **Batching.** Batch similar tasks like phone calls or errands into a single chunk, and knock them off in a single session.
9. **Early bird.** Get up early in the morning, like at 5am, and go straight to work on your most important task. You can often get more done before 8 am than most people do in a day.
10. **Cone of silence.** Take a laptop with no network or WiFi access, and go to a place where you can work flat out without distractions, such as a library, park, coffee house, or your own backyard. Leave your comm gadgets behind.
11. **Tempo.** Deliberately pick up the pace, and try to move a little faster than Usual. Speak faster. Walk faster. Type faster. Read faster. Go home sooner.
12. **Relaxify.** Reduce stress by cultivating a relaxing, clutter-free workspace.
13. **Agendas.** Provide clear written agendas to meeting participants in advance. This greatly improves meeting focus and efficiency. You can use it for phone calls too.
14. **Pareto.** The Pareto principle is the 80-20 rule, which states that 80% of the value of a task comes from 20% of the effort. Focus your energy on that critical 20% and don't over engineer the non-critical 80%.
15. **Ready-fire-aim.** Bust procrastination by taking action immediately after Setting a goal, even if the action isn't perfectly planned. You can always adjust Course along the way.

16. **Minuteman.** Once you have the information you need to make a decision, start a timer and give yourself just 60 seconds to make the actual decision. Take a whole minute to vacillate and second-guess you all you want, but come out the other end with a clear choice. Once your decision is made, take some kind of action to set it in motion.
17. **Deadline.** Set a deadline for task completion, and use it as a focal point to stay on track.
18. **Promise.** Tell others of your commitments, since they'll help hold you Accountable.
19. **Punctuality.** Whatever it takes, show up on time. Arrive early.
20. **Gap reading.** Use reading to fill in those odd periods like waiting for an appointment, standing in line, or while the coffee is brewing. If you're a male, you can even read an article while shaving (preferably with an electric razor). That's 365 articles a year.
21. **Resonance.** Visualize your goal as already accomplished. Put yourself into a state of actually being there. Make it real in your mind, and you'll soon see it in your reality.
22. **Glittering prizes.** Give yourself frequent rewards for achievement. See a movie, book a professional massage, or spend a day at an amusement park.
23. **Quad 2.** Separate the truly important tasks from the merely urgent. Allocate blocks of time to work on the critical Quadrant 2 tasks, those which are important but rarely urgent, such as physical exercise, writing a book, and finding a relationship partner.



24. **Continuum.** At the end of your workday, identify the first task you'll work on the next day, and set out the materials in advance. The next day begin working on that task immediately.
25. **Slice and dice.** Break complex projects into smaller, well-defined tasks. Focus on completing just one of those tasks.
26. **Single-handling.** Once you begin a task, stick with it until it's 100% Complete. Don't switch tasks in the middle. When distractions come up, jot them down to be dealt with later.
27. **Randomize.** Pick a totally random piece of a larger project, and complete it. Pay one random bill. Make one phone call. Write page 42 of your book.
28. **Insanely bad.** Defeat perfectionism by completing your task in an intentionally terrible fashion, knowing you need never share the results with anyone. Write a blog post about the taste of salt, design a hideously dysfunctional web site, or create a business plan that guarantees a first-year bankruptcy. With a truly horrendous first draft, there's nowhere to go but up.
29. **30 days.** Identify a new habit you'd like to form, and commit to sticking with it for just 30 days. A temporary commitment is much easier to keep than a permanent one.
30. **Delegate.** Convince someone else to do it for you.
31. **Cross-pollination.** Sign up for martial arts, start a blog, or join an improve group. You'll often encounter ideas in one field that can boost your performance in another.

32. **Intuition.** Go with your gut instinct. It's probably right.
33. **Optimization.** Identify the processes you use most often, and write them down step-by-step. Refactor them on paper for greater efficiency. Then implement and test your improved processes. Sometimes we just can't see what's right in front of us until we examine it under a microscope.

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## Chapter - 3 Objective and Scope

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## Chapter 3: Objective and Scope

### Back Drop

1. After interaction with a number of employees, past employees and some customer/buyers feedback it become evident that my apprehension and observations regarding functioning of APTARA were shared by majority of them. Some of the major points which emerged were:
  - a. TAT (Turn Around Time) failure.
  - b. Increasing group politics.
  - c. General feeling of unhappiness among employees and customers.
  - d. Decline in performance.
  - e. Lack of operation excellence.
  - f. Lack of commitment of the organization.
  - g. Increasing wastage and quality rejections.
2. With this back drop it was decided to scientifically further research the problem of productivity improvement in APTARA Incorporation.

### Objectives

3. The objective of this project is "To evaluate the productivity improvement and process optimization in APTARA, Delhi" and to suggest remedial measures.

### Scope

4. This study has been confined to **MDC, EVOLVE, R&T and various medical scientific, technical books process** etc., with same number of resources.

Chapter- 4  
Methodology

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## Chapter 4: Methodology

1. After doing the exploratory research to identify the problem and a detailed study of the various aspects of productivity improvement, as it became clear that below categories of processes need to be inter-acted with. These were:-

MDC, Evolve, R&T and various medical scientific, technical books process etc.,

2. It was therefore, planned to conduct my project work for collection of data (both Primary and Secondary) as discussed in following paragraph:

### **PRIMARY DATA**

3. I have planned to use two tools of research namely the Questionnaire and the structured interviews.

4. **Questionnaire:** on the basis of exploratory research and theoretical perspective gained, Questionnaire was developed and pre-tested for improvements. It was then administered through personal contact to APTARA. An evenly balanced sample was selected at random for responses. Details of the sample are as under:-

i. Sample size	:	25
ii. Sample Composition	:	
Support staff	:	05
Delivery Heads/Senior Staff	:	10
Supervisors/Programmer	:	10

- iii. Questionnaire along with covering note is attached as Appendix 'A'.

## 5. Structured Interview

- a. Sample size : 10
  - b. Sample Composition :
    - Support staff : 02
    - Delivery Heads/Senior staff : 04
    - Supervisors/Programmers : 04
  - c. A separate set of short Questionnaire/schedule was developed for conducting structured interviews. These are attached as appendix 'B'.
6. Despite all efforts no earlier study on the subject could be obtained from APTARA Delhi. In fact there was no material even remotely connected to the subject available in the organization. I was informed that they have never but these aspects in writing and every recruitment, promotion, reward etc., were done at the behest of personal views of the owners.

## **Secondary Data**

- 7. However, I was able to study considerable amount of information from MIS data on the subject and this served as useful input in conduct of my project, as well as I have implemented DPR to track the flow of productivity and their trends.
- 8. Information gained during the exploratory research while doing interaction with employees customers complaints and my own fast experiences as well as DTS was also valuable input.

9. As business process optimization processes follows the initiating, planning, Executing, controlling, and closing. These process groups are linked by the results they produce- the result of one often becomes input to another.

- ✚ **Initiating** - Authorizing project is part of scope management.
- ✚ **Planning** - Defining and refining objectives and selected the best of alternatives courses of action to attain objectives that project was undertaken to address.
- ✚ **Executing** - Coordinating people and other resources to carry out plan.
- ✚ **Controlling** - ensuring that project objectives met by monitoring and measuring progress regularly to identify variances from plan to plan so that corrective action can be taken when necessary.
- ✚ **Closing** - formalizing, acceptance of project and bringing to and orderly end.

In today's challenging global economy, it is essential for organizations to combine the discipline of project management, Six Sigma, and business process optimizations to realize process gains that ensure "faster" "better", "cheaper" for their products or services, while maintaining a high level of quality in the marketplace.



Chapter - 5  
Data Collected

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## Chapter 5 : Data Collected

Work experience in organization profile of respondents

No.#	Categories	Work experience in Yrs organization			Total
		Less than 5	5-10	11-20	
1	Support staff	01	02	02	05
2	Delivery Head/Sr. Staff	-	04	06	10
3	Supervisor/Programmer	01	04	05	10
		02	10	13	25

### Questionnaire Responses

- AT - Almost Always True  
 MT - Mostly True  
 ST - Sometime True  
 RT - Rarely True  
 NT - Not at all True

S.No.	Question/statement	AT	MT	ST	RT	NT	TOTAL
4	You feel relevant to go home for-work at night because of the enjoyment you are getting from your job?	-	1	1	8	15	25
5	If you were offered a better salary package, you would not leave your job?	1	1	1	6	16	25

6	Your ideas for change are often given a good hearing?	-	-	5	6	14	25
7	People here get an opportunity to develop their skills?	-	1	4	12	8	25
8	The top management of this organization makes efforts to identify and utilize the potential of the employee?	-	-	10	6	9	25
9	The present productivity tracking systems are you think effective?	-	-	2	6	17	25
10	This organization is better than other similar organization to work in?	-	1	1	5	18	25
11	There is a general feeling amongst employees that anybody can be removed from his job at any time?	10	8	6	1	-	25

# Chapter 6

## Data Analysis

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## Chapter 6: Data Analysis

- A. Work experience in the organization profile of respondents.
1. In this profile of a total of 25 respondents 13 (52%) were in the 11-20 year work experience group, 10 (40%) were in 5-10 year's work experience group, 2 (8%) were for the less than 5 year's work experience group.
  2. Within the 11-20 years experience group out of a total 13 respondent, 02 belong to the category of support staff, 06 belong to the Delivery head/Senior staff, 05 belong to the category of Supervisor/Programmers.
  3. From a total of 10 respondents for the 5-10 yrs work experience group, 2 belong to the support staff category, 04 belong to the Delivery head/Senior staff category and 04 belong to the Supervisor/Programmers Category.
  4. Similarly, less than 5 yes work exp. group, out of a total 02 respondents, 01 belong to the support staff and 01 from the Supervisor/Programmer's staff workers.
  5. Thus, the work experience in the organization profile of respondents was also an evenly and well-distributed sample consisting of respondents from different years of work experience within the organization.
  6. Out of a total of 25 respondents 23 (92%) stated that they rarely or not all get any enjoyment from their jobs. One respondent (4%) confirmed enjoyment at this work place. This clearly confirmed that most of the employees (92%) did not find any enjoyment in the work place and thus were not happy with their jobs.

7. 22 (88%) respondents were prepared to leave their jobs for better salaries elsewhere while 2 (8%) respondents only expressed that they would not leave for better salaries. These two respondents once again belonged to the owner's family. One (4%) respondents were not so sure. It established the fact that majority (80%) were not satisfied with their jobs and would leave if better salaries were offered elsewhere.
8. 20 (80%) respondents stated that their suggestions did not get a good hearing while 5 (20%) respondents expressed that sometimes their suggestions were well versed. There was no respondent who expressed that their suggestions for change were mostly or always heard. This generally shares an autocratic style of functioning with little participation for employees. This too was major source of lack of productivity.
9. 23 (92%) Respondents expressed lack of opportunity to develop their skills possibly due to routine and monotonous nature of their jobs/lack of efforts on the part of the organization. Only 2 (8%) respondents were of the view that sometimes they do get such opportunities. Here again there two respondents belonged to owner's family. Thus, majority 92% employee had lack of job satisfaction due to inadequate development opportunities.
10. The response was evenly divided while 9 (36%) respondents felt that the Top Management did not make any effort in this regard 10 (40%) respondents felt otherwise. 6 (24%) respondents were generally neutral and felt that the Top Management sometimes made efforts to identify and utilize the potential of the employee. When read in conjunction with reward system of company it becomes more negative and tends to be exploitative.

11. 23 (92%) respondents were unhappy with the tracking system in the organization. Only 2 (8%) respondent who managed the tracking were sometimes happy. This clearly showed the non-existence of a fair and just promotion/reward policy for good work. Majority 92% were unhappy with their jobs on this account.
12. 23 (92%) respondents felt that their organization was not better than similar other organization. Only 2 (8%) respondents obtained favorably even there two respondents belonged to the owner's family. It is therefore, prudent to infer that majority of the employees of this organization on the whole are not happy with their jobs and do not think positively about their own organization.
13. This response was definitely in favor of the organization as 18 (72%) confirmed that there was no general feeling that anybody can be removed from the job at any time, 6(24%) respondents were doubtful and only one (4%) respondent had such feelings. This showed that organization did not follow the hire and fire policy and employees had a good measure of job security.

### **Structured Interview**

14. I had planned to interview 10 (sample size) employees/others. My composition of the sample was:

Support staff	: 02
Delivery heads/Senior staff	: 04
Supervisors/Programmers	: 04

15. Being an employee of the APTARA Incorporation my taste of interviewing the desired sample become easier as all the colleagues were quite helpful. Majority of them, however, desired that their names should not be

mentioned "anywhere". This was assured Aggregated Responses of employees to structured Interview.

16. The responses revealed that most of the Employees were not happy with the Job and current productivity tracking and trends. Their major reasons were:

- No clear job description. Their duties were often changed depending upon the wishes of the superiors/managers.
- The working culture was highly non-professional. Most of the working was on ad-hoc basis. Employees often indulged in local politics.
- Employees had no participation in decision making. Sometimes even their good suggestions were totally ignored.
- The chain of command was often not clear, even the orders of the managers were overruled/changed without their reference.
- It appeared that the lines of responsibility were not well defined and each one from APTARA appeared to be blaming the others for shortcomings.
- Non-adherence to time schedule.
- Support staff complained that there is not a system at production end to demand the things in order.
- Programmers complained that allocation of things for process is not up to the mark.
- As working of APTARA is 24\*7 that's why most of employee at their level raise this point at their leave cancellation at any time.



## CHAPTER - 7

### FINDINGS

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## CHAPTER 7: FINDINGS

1. Based on the data analysis of 25 responses to the questionnaire and 10 responses to the structured interviews it came out loud and clear that there is definite lack of productivity among the employees of APTARA. This should be of great concern to the organization and the top management needs to address the areas of dissatisfaction and improvement on priority if they wish to optimize their performance.
2. The major findings at this study are given in following paragraphs:
  - a. Employees don not get opportunity to improve there skills and develop themslaves.
  - b. There is little workers participation in decision making and even their views for improvement are not considered seriously.
  - c. Employees find no enjoyment in their jobs and are dissatisfied with the organization. They get no sense of achievement.
  - d. Most of the employees are not satisfied with the attitude of their peers and felt that self interest dominates in Organizational culture.
  - e. Most of the employees have no commitment to the organization and would have little hesitation in leaving the organizations as and when an opportunity comes their way.
  - f. The top management is generally not aware of the poor working conditions and even when they become aware no action is taken to improve these.

- g. Employees have reasonable job security and they are generally not removed from their jobs.
- h. Productivity tracking and task allocation systems are not effective.
- i. 24 x 7 working Rosters are unbalanced and Programmers have frustration to call in their off's.

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Chapter - 8  
Recommendations

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## Chapter 8: Recommendations

1. The study has amply revealed that the productivity level of the employees of APTARA is extremely low and the Top management needs to address specific area of concern for better performance.
2. Six Sigma concepts and methodologies certainly help in reducing defects and Increasing efficiencies, but that does not mean that we can overlook the need for maintaining operational excellence throughout the Six Sigma implementation process and beyond.
3. Major Recommendations are:
  - a. APTARA should carry out an exercise in job and productivity analysis and lay down job descriptions and job specifications for each job.
  - b. The top management should seriously examine the working conditions prevailing in the organization and improve genuine problems on priority basis.
  - c. APTARA needs to develop an organizational culture where merit is rewarded and politics is discouraged. There is also need to delegate decision making and encourage good peer-relationship.
  - d. Solve day to day problems and follow specified plans.
  - e. Meet deadlines and makes fact-based decisions.
  - f. Follow standard business process and avoid repeating and mistakes.
  - g. Standard operating procedures need to be laid down in dealing with:

- Define: - a discreet phase whereby customer needs are stated and processes and products to be improved are identified.
- Measure: - Determine baseline and target performance of process, define input and output variables of process steps, and validate the measurement systems.
- Analyze: - analysis of data to identify critical factors needed for process execution.
- Improve: - Identification of improvements (process, procedural, systemizes, etc.,) to optimize outputs and eliminate and or reduce defects and variation. Statistically validate the new process operating conditions.
- Control: - Establishes development of documents, monitors, and assigns overall responsibility for sustaining gains made by the implementation of process improvements.

I have also prepared and implemented a program charter with their process capability six pack's effect on making changes in 24\*7 work flows from original to effective and workable process flows as well as made changes in 24x7 shift working as per requirement or balancing the task shift wise.

### **Program charter:-**

Chapter -9

Conclusion

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## Chapter 9: Conclusion

1. "Optimization" of all resources has always struck me as the key word for all the development motivation and job satisfaction of human resources from the basis of higher productivity, reduced turn over and less absenteeism. The age-old statement despite lack of hard evidence, of "a happy worker is a productive worker" had always been of interest to me.
2. Being an employee of APTARA Incorporation Delhi, I had experienced their organizational culture, their way of working and their ad-hocism. I had therefore, always felt concerned to investigate scientifically some of those aspects. While doing my MBA with ASoDL, I had chosen MS-100 (project work) as a subject and therefore got an opportunity to give formal shape to my concerns for APTARA. I had discussed this with top management of APTARA who allowed me to undertake the project on "productivity improvement and process optimization" in APTARA.
3. I had therefore decided to conduct my project work on "productivity improvement and process optimization" in APTARA and agreed to suggest remedial measures for improvement. Motivated to do a good job and follow the standard work procedures, I attempted to obtain some previous studies, earlier customer complains and DTS for my Secondary data. To my surprise I found next to nothing. However not discouraged, I analyzed these things in respect of "**Lean**" and find out the scope of improvement. Also the interviewing of employees also gives me a deeper insight in defining the problem.
4. Obtaining the responses was quite a nightmare. Different kinds of motives were perceived and thrown at me and it took me a lot of convincing that their responses, will be utilized only in an aggregated form and that too for my project work only. In the end, I was successful in achieving the desired responses. This was quite revealing and amply brought out the low productivity level, lack of commitments, inadequate promotional opportunities and autocratic managerial practices. There was also a



marked lack of concern about the working conditions of the employees and even hearing the views for betterment.

5. I have accordingly kept the top management in picture and have made my point for addressing these areas promptly. At a bit more personal level conducting a project on this subject has been a very gratifying experience. I am more than satisfied that my efforts have enabled me to successfully complete my project and my mini research will be useful to the APTARA to optimize their production and processes.

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**Questionnaire  
(For employees only)**

1. Your Age? : .....
2. Your Role/Position : .....
3. Your total work experience : .....
4. Your work experience with APTARA : .....

Please tick mark (✓) your response in one of columns only.

<b>S.No.</b>	<b>Question/statement</b>	<b>AT</b>	<b>MT</b>	<b>ST</b>	<b>RT</b>	<b>NT</b>	<b>TOTAL</b>
4	You feel relevant to go home for- work at night because of the enjoyment you are getting from your job?						
5	If you were offered a better salary package, you would not leave your job?						
6	Your ideas for change are often given a good hearing?						
7	People here get an opportunity to develop their skills?						
8	The top management of this organization makes efforts to identify and utilize the potential of the employee?						
9	The present productivity tracking systems are you think effective?						
10	This organization is better than other similar organization to work in?						
11	There is a general feeling amongst employees that anybody can be removed from his job at any time?						

**Structured interviews  
(For employees only)  
Questionnaire**

1. What is your job?
2. What contributes to your satisfaction?
3. How satisfied are you in your work?
4. What are some of the strengths of APTARA? What is going on well and what good things exist in this organization?
5. What are some of the weakness of APTARA? What improvements would you suggest?
6. What factors provide you satisfaction at your job/work place?
7. What things frustrate you? What are some of the instants or dissatisfying aspect of APTARA?

## **APPENDICES**

### **Appendix 'A'**

Dear Friend,

As you know with Liberalization and Globalization our economy is appearing up to severe competition both internally and externally. In its wake completions assumes immerse importance.

To be competitive optimization of all resources particularly productivity has become the key word. Productivity improvement and process optimization has become one of the prime concern of all managers so that the output be maximized with least inputs.

As part of my MBA I have chosen the project objectives as "productivity improvement and process optimization" in APTARA Incorporation. For this, I am interested in getting your valuable responses to the questionnaire that follows.

All responses to the questionnaire are to be utilized only for this project and also in an aggregated form. It is not necessary for you to reveal your identity should you so desire. However it is of almost importance that your responses are frank, forthright and reflect your true opinion. Specifically, I seek your kind co-operation in adhering to the following points:

- 1: Please give your responses to all questions/statements and do not leave any of them blank.
- 2: Please tick mark (✓) your response in only one of the columns against each Question/statement.
3. There are not right or wrong responses to the question/statements that follow in the questionnaire. What is important is your own personal frank and forthright opinion on various aspects

**Yours Sincerely,**

**Name**