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PUBLIC ENTERPRISES: THEIR ROLE, IMPORTANCE AND NEED IN ECONOMIC DEVELOPMENT

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ABSTRACT

The economic development of a country is impossible in the absence of infra-structure facilities. No private entrepreneur has ever afforded to build an infra-structure facilities and it is not a part of the philosophy of the private enterprises to undertake an economic activity just because it is good for the nation. This small study presents the historical back ground of growth and development of Public Enterprises in India and show how they contributed in the world's biggest economy

KEYWORDS

Economic Development, Infrastructure, Public Enterprises, Private Enterprises

INTRODUCTION

In the early years of the nineteenth century, the era of Industrial Revolution., there was a common belief that thedevelopment of human personality and economic growth was best assured when the individual was left to him and has completely lost its meaning. The most important factor leading to the interventionof the state in economic and industrial spheres was the growth of social evils which accompanied the Industrial Revolution. The Industrial Revolution created 'Private Capitalism', which damaged his security, his welfare and even his whole future. The Inexorable laws of the policy of laissez-faire began to operate in action and reaction, distress and luxury, starvation and plenty, richness and nakedness and they became so visible that state intervention becamea historical necessity. The state today has emerged as an active participant in the economic and industrial fields. Today, there is hardly any sphere of human activity which is not controlled and regulated by the state. Almost in all the countries these respective governments are engaged and directly in the setting up and management of economic and industrial enterprises. These activities range from transport systems - rail, road, air and shipping enterprises and waterways-the generation of power and its distribution, irrigation -with vast networks, the mining and processing of coal, iron and other minerals, banking and insurance, to industrial establishments of all kinds, such as integrated steel plants, machine, tools, fertilizers and chemicals, the manufacture of aircraft, locomotives and of transport equipment, indeed, almost every conceivable sort of industrial and commercial activity.

Limitations of the Private Enterprise: Emergency of the Public Sector

Economic thinkers like Rodbestis, Cassalle and Wagner believed that national economy should be transferred from the control of an individual to the control of the community in general. Adam Smith, the architect of the classical theory of laissez-faire hadto reconcile that it is the duty of the state to maintain certain public works. The need for public enterprises arises out of the fundamentalduty of the state to work for the welfare of the people. The French Economist, Dupont-white remarks. They are certain vital thingswhich the individual can never do, either because he has not the necessary strength to perform them or they would not pay him. The state is the only entrepreneur who can undertake such tasks. Public enterprises are promoted for equitable distribution of socialproducts which form the very basis of the general welfare of the society. Private enterprises are guided by profit-motive; it leads to exploitation, inequalities in the distribution of wealth, lopsided development of the country and dependence upon others. The main and sol. objective of the private sector is to maximize their profit. Against this, the management o-f public sector enterprise is enjoined upon to pay: due weight age to special considerations and compulsions which can only be neglected to the despair of theteaming, toiling and moiling millions in the country who wistfully and hopefully look to these enterprises as the harbinger of prosperity in the shape of increased employment opportunities and wages, cheap and plentiful consumer goods, developed infra- structure etc. With these benefits in view, naturally profit goals take a secondary place but by no means is it a -forgotten consideration aseventually the profits are bound to accrue when the public enterprises attain full adulthood.

The economic development of a country is impossible in the absence of infra-structure facilities. No private entrepreneur hasever afforded to build an infra-structure facilities and it is not a part of the philosophy of the private enterprises to undertake an economic activity just because it is good for the nation. In India, in the first 20 years of planning about 75% was devoted to the creationof basic infra-structure facilities.

The Public sector goes in for huge investments in those areas which are left undeveloped by the private enterprise. Private sector cannot undertake a project involving huge investment and risk with remote chances of profit. In the words of Smt. Indira Gandhi (former Prime Minister) "We advocate public sector for three reasons; to gain control of the commanding heights of the economy,to development in terms of social gain or strategic value rather than primarily on considerations of profit; and to provide commercial surpluses with which to finance further economic development". The task of the public sector is to harmonize the plans and operations of their enterprise and, dovetail them with large national goals that would directly promote the economic wellbeing of the community.

In the present study, we have studied three metal sector enterprises. The history and development of each one of them is given in this article.

Steel Authority of India Limited

The question of setting up a holding company for steel and associated input industries was first considered in 1971 by the Government of India. The following two objectives were consideredby the Government of India of India in this direction:

1. Rapid growth of the industrial sector of the economy with the state as a leading agent of the combined growth in India
2. Ability of the Government to direct investments into areas which are strategic from the point of view of future development

Based on the above considerations proposal to set up a holding company for steel and associated input industries was approve by the Govt. of India in January, 1972 and finally given shape and born as the Steel Authority of India Ltd. (SAIL) on 24th January, 1973. Further, Indian Iron and Steel Company (IISCI) which came into force in 1952 in the private sector had successful working for many years. Years ran into trouble and were taken over by the Govt. of India in 1972 and subsequently became a subsidiary company of SAIL.

Consequent upon the public and steel sector Iron Companies (Restructuring) and Miscellaneous Provision Act, 1978 coming into force w.e.f. 1st May, 1978 the companies dissolved and integrated with SAIL were:

1. Hindustan Steel Ltd.
2. Bokaro Steel Ltd.
3. Salem Steel Ltd.
4. Rourkela Ispat Ltd. ,
5. Durgapur Ispat Ltd.
6. SAIL International Ltd.

All the shares held by the Central Government in the share capital of Indian Iron and Steel Company Ltd. (IISCO) stood transferred to and vested in SAIL. Now IISCO became a fully owned subsidiary of SAIL. Integrated steel plants at Bokaro, Bhili, Durgapur, Rourkela, Salem and alloy steel plant are working under SAIL. Vishakhapatnam and Vijaywada Steel Project are also progressing under SAIL.

Organizational set up

The Chairman p-f the Board of Directors of SAIL is appointed by the President of India. The Board includes at present Chairman, Vice-Chairman, four Managing Directors and five full-time Directors in charge of functions of areas such as finance,personnel, technical production and commercial. The Secretary to the Government in the Ministry of Finance and the Secretary in the Planning Commission are also appointed as non-rotational directors in SAIL to bring to bear- on the decision making process in the Board of SAIL. In addition to the above, part-time directors are alsoappointed in SAIL by the Government. These part-time directors retire by rotation, one third to retire in every annual general meeting. Representatives of Public Sector financial institutions are also included in SAIL Boar-d. The Managing Directors of plants and subsidiaries are appointed by the Chairman of SAIL but only with the approval of the President of India. The appointment of members of the Boar-d of SAIL in other plants and subsidiarycompanies has done well with a view to facilitating coordination on important matters.

Gross Block and Net Worth

Table 1. Gross Block and Net Month in Steel Authority of India Limited (1995-96 to current)
(Rs. in Crores)

Years	Gross Block	Net Worth
1995	3177.14	3263.50
1996	3480.16	3170.60
1997	3646.53	3160.11
1998	4711.02	3431.92
2000	5596.12	3809.01
2001	6007.56	3875.62
2002	6875.03	3955.53
2003	7658.26	4253.68
2004-current	8674.19	4453.45

Source: Annual Report and Accounts of SAIL

The gross block figures were, Rs.3177.14 crores in 95 which increased continuously up to Rs.8674.19 crores in 2012 to 2020. The net worth of the company however showed a fluctuating trend. It was 3263.50 crores in 2010. It decreased to 3170.60 crores and 3160.11 crores rupees in the years 2012 and 2020 respectively. Then again itshowed an increasing trend and net worth increased to 3431.92 crores rupees in 1998 and 4453.45 crores in 2014.

The Steel Authority of was formally India Ltd. incorporated on January 24, 1973 authorized capital, 1973 with an authorized capital of Rs.2000 crores which was increased to Rs.2500 croresand Rs. 3000 in 1978-79. The authorized capital of company increased to Rs. 4000 crores in 1981-82 and Rs. 5000 crores in 1987-88 and it is still increasing. The issued and subscribed capital of the company as on 31st March, 1989 was Rs. 3985.89 crores.

It is evident from the above description that SAIL in the public sector has been developing but the rate of development has been very slow as compared to other countries in the world like the USSR, the USA, West Germany and U.K. etc.

Bharat Aluminum Company Limited (BALCO)

The first public sector unit in this industry was Bharat Aluminum Company Limited (BALCO) incorporated on November27, 1965. The company has been ent1rusted with the implementation of two massive aluminium projects – one at Ratnagiri in Maharashtra and the other at Korba in Madhya.

Ratnagiri Aluminium Project

This project is based on the utilization of bauxite deposits located at Udgiri and Dhangarwad in Kolhapur district of Maharashtra estimated at about 85 lakh tonnes and 130 lakh tone, respectively. The smelter is located at Ratnagiri with the power supply from the neighbouring Koyna hydel station.

In January, 1966, this company entered into a technical consultancy agreement with Messers Vareinige Aluminium Works of West Germany. The detailed project report submitted by these consultants placed the project cost at Rs.68.88 crores includingRs.18 crores in foreign exchange plus Rs.4.55 crores for the township. On scrutiny, these estimates were found on the high side.

The terms of the consultancy agreement were also too rigid to be acceptable. The West

Germari consultants expressed their inability to modify the agreement. The agreement with them had, therefore,to be terminated.
Later in August, 1969 the BALCO entered into a fresh consultancy agreement for this project with Messers Chemo- complex of Hungary who were already associated with the Korba project of the company, Under this agreement, the detailed project report was prepared by the National Industrial Development corporation, the Indian engineering consultants of the BALCO, in association with Messers Chemokomplex who also supplied processand operating know-how and guidance from erection to start-up of the plants. The project report for the smelter plant was submitted to the Government on 16th February, 1972 for approval.
It was decided to set up the smelter with the technical assistance OT the USSR ahead of the alumina plant with a view to utilise the expected surplus from the Korba complex. The government sanctioned Ratnagiri project on 29th April, L 1974 atan estimated cost of Rs.78.825 crores.

Korba Aluminium Project

The Korba project is based on the bauxite deposits in the Amarkantak and Phutkapahar areas in Madhya Pradesh and electric power from the Porba Thermal Power Station. According to the Geological Survey of India, the bauxite deposits at Phutakpahar and Amarkantak were estimated at 25 lakh tonnes and 84 lakh tonnes respectively. Survey and prospecting of neighboring areas taken up by the Geological Survey of India indicate a further reserve of about110 lakh tonnes. The Korba aluminium project will produce two lakh tonnes per annum of alumina and one lakh tonne per annum of aluminium metal including about 5,000 tonnes per annum of aluminum semis (rolled and extruded products).
Messers Chemokomplex of Hungary, in association with National industrial Development Corporation Ltd., submitted a detailed project report in December, 1966 for the alumina Plant at Korba. An agreement for the supply of detailed engineering know- how, supervision, etc. for the plant was signed by the company in December, 1967 with Messers Chemokomplex of Hungary. All the major contracts for the technological establishments for the aluminaplant have been entered in to; civil construction work has been completed. The first stream of the alumina plant have been corresponding to 50 per cent of its rated capacity, was commissioned on April 21, 1973.Upto March, 1975 the total expenditure on this project amounted to Rs.36.00 crores. During 1975, performance trials of the· alumina plant were successfully completed. The production of calcined alumina during 1974-75 was 55,350 M.T. as against 11,548 M.T. in 1973-74. The target for 1975-76 was fixed at 70,000 tonnes of alumina and 18,000 tonnes of aluminium. The actual production during this year was 69,700 tonnes of aluminium metal. During 1976-77 the production of alumina increased to 1,04,370 tonnes while the production of aluminium was 24,758 tonnes. The installed capacity of Korba smelter was increased to 50,000 tonnes from 25,000 tonnes on 20th September, 1977.
The company during 1977-78 faced power crises and theactual production of alumina was 1,16,460 tonnees while the production of aluminium was 31,841 tonnes. The production during 1978-79 increase 1,26,650 tonnes of alumina and 33,751 tonnes of aluminium. The protraction of alumina during 1979-80 decreased to1,16,640 tonnes whi1e the production of alumina increased to 35,751 tonnes. During 1990-91 the installed capacity was increased to

1,00,000 tonnes. The production of the company increased steadily. During 1997 the production of alumina was 1,60,640 tonnes while that of aluminium was 87,000 tonnes. The production during 1999 was 37,320 tonnes of aluminium Ingots which increased to 36,400 tonnes in 1997 while it decreased to 28,040 tonnes in 1998 and further to 21,609 tonnes.

Rural Development Programme

Bharat Aluminium Company Limited has adopted four villages, two in and around its Korba complex, one at the Amarkantak mines and another near its township and contained to make efforts for the peripheral development of these villages.

Besides providing free medical aid and medicines BALCOhas also taken steps to popularise family planning/welfare programmes, tree plantation and adult education in these villages.

Ecology and Environmental Protection

BALCO has taken steps not only to preserve the existing trees to the maximum extent possible but also launched a vigorous tree plantation program in the mining areas after the extraction of the ore BALCO has also taken steps to protect the environment pollution. A comprehensive environmental management plan has been drawn up to safeguard the ecology and environment for its new mining project at Gandhamardan.

The production of Aluminium ingots during 2003 and 2004 decreased while the production of wire rods, Extruded products and rolled products increased the production of foil products and conductors fluctuated from year to year.

Hindustan Zinc Limited

Hindustan Zinc Ltd was incorporated as a Government company on January 10, 1966. During 2004 HZL has completed its Thirty three years as a public sector company. HZL had the honor of inheriting an ancient tradition of mining and smelting in the country. The works at Rajpura, Dariba and Zawar bear testimony to the presence of flourishing mining and smelting industry several hundred years back. After lying dormant for several centuries due tohistorical reasons, mining and smelting of lead and zinc came back to life again with resumption of mining operations at Zawar in 1938. Simultaneously, lead smelting operation commenced at Tudoo in Bihar.

Those two units formed the nucleus of Zinc & lead industry in 1966 at the time of formation of HZL. Soon after, to meet country's growing needs in the non-ferrous sectors. HZL embarked on a massive expansion programme in its quest for self reliance. A number of mining and smelting projects were undertaken and commissioned during this period. The mining capacity was increased by expansion of Zawar itself and addition of Maten Rookphosphate mine, Agniendala Lead Minee (taken over fromHCL), Sargipali Lead Mine and Rajpura Dariba Lead Zinc Mine. On the smelting capacity also, the company underwent a phenomenal increase with the commissioning of Debari Zinc Smelter and Vizag Lead Zinc Smelter.

The demand for non-ferrous metals like lead and zinc will be increasing with growing industrialization. The need for giant efforts to augment the domestic capacity is, therefore, imperative. Thephenomenal expansion of HZL in recent years has already reduced country's dependence on imports considerably. The step towards self reliance will continue. The recent

discovery of vast deposits at Rampura-Agucha in Rajasthan has further brightened up the lead- zinc horizon in the country and has given a new dimension tonation's efforts towards self-sufficiency in the mineral sector.

RESULTS

The physical performance of the company continued to improve during the year 2012 as a result of which the year witnessed new high levels of production, both at Mines and Smelters. The total production (Zinc and Lead) at 77331 tonnes wasthe highest so far achieved and was 19% higher than the previous year. Both zinc and lead separately achieved record production, besides, the silver production during the year achieved new high level and was 19% higher than the previous year. The sales turnoverat Rs. 274.72 crores also reached new heights. The company was able to earn a gross profit of Rs. 65.77 crores and a net profit of Rs. 3468 lakh during the year deposits steep rise in power tariff, Imposition of mineral land rent in the states contributing substantially to the production of zinc/Lead ores, besides normal escalation, statutory increases like ceiling for bonus entitlement etc. which had severe impact on the margins of the company. This has been possible by sustained efforts to increase production, improve productivity and curtail costs.

Ore Strategy

In order to improve the physical and financial performance in the coming years, the company made an in depth examination of its operations and has identified various short-term and long-term measure towards achieving these objectives. These measures include higher capacity utilization, installation of additional captive power generating capacity to supplement and shortfall in grid supplies, productivity improvements and saving in expenditure, technological improvements, value added schemes, optimization of ore-mix etc., to reduce the overall cost ofproduction. Although these efforts will add to the production and profitability of the company, a major reduction n the cost of production can be possible only by the early commissioning of the proposed new Zinc Lead Smelter (Rampura Agucha Mine) because of Metal content in mines is 15% which is higher by 9.4% from exisiting mines. Gradually company is diversifying its activities by adding new range of products. Today diversification and creation ofvalue added products have become essential for the basic survivalof a commercial enterprise. Some areas identified for diversificationare major alloys of Zinc and Lead. Such as Galfan, Zinc, Aluminium Foundry alloys, Lead. Such as Galfan, Zinc, AluminiumFoundry alloys, Lead antimony alloys etc. To expedite thepreliminary work in these areas and also to further identify areas of diversification, a product development cell has been formed which will carry out market research to find new applications and uses for the products. The company understands the role of technology for increasing productivity and is taking steps to update the same. Sincemost of our mines are underground, addition of bulk mining technique has been proposed. In the case of smelters, residue treatment plant for improved recovery of ZINC, extraction of silver from the ZINC and copper concentrates, sulphruic acid from the lead circuit, automatic costing of ZINC and lead ingots production of copper and cobalt sulphate from copper/cobalt occurring as impurity in the ore, are some of the areas in which action has been initiated. Various R & D projects are in hand to further improve the technologies through in-house efforts. Recognizing the importance of R & D the

company has earmarked up to 1% of the grossturnover for this activity.

Company's Policy Regarding Atmosphere

The rapid industrial growth envisaged during the seventh five-year plan calls upon special efforts towards maintaining a clean and healthy environment by the industry. This is an important social responsibility of the company and the company does not merely look upon it as a statutory requirement. The company continues to give the highest priority to this area and has been spending aboutRs. 3.5 crores per annum for this purpose.

Regarding Laborers and Employees

The company always possesses a liberal view with its employee or laborers. The company attaches great importance to training and has a well-defined policy in developing the skill, knowledge and competence of all its employees on a continuous basis. The company is aware that healthy and harmonious industrial relations are essential for optimum organizational performance and its industrial relation approach is characterized by participative management, fair and enlightened collective bargaining system and progressive personnel policies. As a result of this integrated system approach, it has been by and large able to maintain cordial industrial relations in most of the eight mining and smelting units. It has always been the effort of the company to be a model employer and therefore in pursuit of these objectives a comprehensive range of welfare amenities and liberalized benefits are extended to the employees.

Production

The overall performance of the company improved during 2004, compared to the preceding year. At Zawar group of mines ore production, melting and lead concentrate production during the year were higher than lead concentrated production during the year were higher than the preceding year. With the improvement in lead content of the ore, theproduction of lead concentrate was more than the target, though the production of zinc concentrate was lower to decline in the ZINC content of ore.

Financial Results

The company has been able to earn a gross profit of Rs. 6577 lakh and a net profit of Rs. 3468 lakh for the year ended 31st March, 1989. The steep increase in power tariff by the RSEB and imposition of minerals land rent by Rajasthan Govt. from July, 85 beside increased costs of stores and chemicals, statutory increase in ceiling for bonus entitlement etc., severely affected profitability. Despites all above, the company maintained its track recorded of generating surplus by improved production, productivity andeconomies in expenditure. The gross profit and net profit for theyear ending 31st March, 2004 are shown below in comparison to the previous year.

Table 2: Production during the year ascompared to the preceding five years
(Rs. in lacs)

Production	**2012**	**2020**
Value of Production	29570	22362
Gross Profit	6577	3677
Interest	1413	1695
Dep.	1696	1624
Net Profit	3468	358

The Government of India approved implementation of the integrated project comprising Rampura-Agucha Mine and Chanderiya Lead-Zinc smelter on 17th November, 2012 at an estimated capital of Rs. 617.20 Crore with a completion schedule of30 months from the date of approval. The foundation stone for the Rampura-Agucha Mining Complex was lead by Hon'ble Union Minister of Steel & Mines, Shri M.L. Fotedar on 20th Nov., 2012.

New Project and Future Planning

Integrated Project for Rampura-Agucha mine and Chanderiya Smelters: Pubic investment Board approved of the integrated proposaland recommended implementation of Rampura-Agucha Mine and Chanderiya smelter project at a cost of Rs. 366.40crores. The proposal is under consideration of the Government.Pending approval of the integrated project, pilot pit excavation for defining design parameters for beneficiation of ore has been taken up at Rampura-Agucha. Further to improve productivity in the pyro-metallurgical lead and silver refineries at viazg and Tundoo smelters the company also entered into a technical consultancy agreement with MIM Technology Marketing Ltd., U.K.

CONCLUSION

In keeping with the increasing awareness and use of computer by various levels of management, the company paid sustained attention to enhance the hardware facilities at all its units for distributed data processing. In addition to the fourth generationcomputers at Udaipur and Hyderabad which had been in operation since long, the company added Micro systems at Debari smelter andZawar mines and plans area a foot to provide similar computer facilities at Vizag smelter and Rajpur-Dariba Mines. New software had been developed during the year and a comprehensive MISpackage was put to practice. It is heartening to report that computer usage in more sophisticate areas like product-mix, forecasting, IRR, Geo-Statistics, Project Management has increased.

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