

**FUNDAMENTALS OF MANAGEMENT AND ORGANSATIONAL BEHAVIOUR**

**MGT1025**

**SLOT: D1+TD1**

**FACULTY: PROF.BHAVANI**

**TITLE: EFFECTIVENESS OF TOOLBOX MEETING**

**INDUSTRY PROFILE:**

TVS Logistics Services Ltd (TVS Logistics) one of the top supply chain management companies in India is a flagship company of the $8.5 billion TVS Group. It is among the best 3rd party logistics companies in India and provides integrated supply chain solutions across the world directly and/or through joint ventures and subsidiaries.

The company established in 2004, has grown exponentially organically and inorganically to a turnover of more than INR 5600 crores in 2016. Headquartered in India and with offices also in 19 other nations – USA, UK, Germany, Singapore, Thailand, China (Including Hong Kong), Korea, Malaysia, Japan, Vietnam, Taiwan, Indonesia, India, Spain, Australia, New Zealand, Mexico, Italy, and France; TVS Logistics serves customers in over 50 countries through its 18500 plus skilled workforce.

TVS Logistics’ services include contract logistics, warehousing, transportation, freight forwarding, packaging design and solutions, in-plant and aftermarket solutions, material handling, material management, free trade warehousing, infrastructure solutions, and technology logistics. As a one-stop solution for end to end logistics services and supply chain management companies in India, TVS Logistics works with multiple industries including automotive, defense, electronics, discrete component manufacturing, engineering, FMCG, retail, FMCG, utilities, energy, and chemicals.

TVS Logistics is one of the largest integrated logistics service providers and a top 3PL company in India, operating more than 10 million square feet area of warehousing space across 29 states.

An ISO 9001:2008 Certified company, with a strict focus on quality and business excellence, its operations are backed by robust technology for transportation, last mile, warehousing, accounts and billing, manpower management, etc. TVS Logistics seamlessly connects with customers’ ERP to provide them with real-time visibility and transparency in operations. The company has been repeatedly recognized among the best 3rd party logistics companies in India by industry and customers through awards for its operations, technology, an end to end services and human resource practices.

**Rico Logistics Limited:** Rico Logistics Ltd began by offering same day urgent documents delivery services. As the IT sector exploded, Rico innovated to quickly become one of the first companies to hold critical parts for the IT sectors in multi-user warehouses across the country. With the continuous expansion of its key service offerings backed by a strong IT platform designed in-house, close control of profitability and cash management, Rico now works with a broad range of customers, offering them a complete range of logistics, field resourcing and distribution and inventory management solutions. After its acquisition by TVS LSL, Rico grew its operations to 12 European countries, Australia and India.

**Services**

* + - * Final mile solutions - Same-day and specialist services
      * Field engineering services – for EPOS /Print /Telco /ATM /Vending Machines
      * Strategic small parts warehousing
      * In-Night distribution – Pre-08.00am delivery by the dedicated Rico in-night couriers
      * Mother warehouses - In the UK and Europe
      * Line-Haul services - From Europe to all countries within Europe

**Website:** <http://www.ricogroup.co.uk//>

**TVS-Asianics Supply Chain Solutions Pte. Ltd.:** From its headquarters in Singapore, TVS Asianics Supply Chain Solutions operates a dynamic portfolio of Asia-based logistics companies, with an existing presence spanning Singapore, India, China, Thailand, and Australia. The company is actively expanding its geographical presence and supply chain capabilities, to achieve its growth objectives and cover a broader segment of the burgeoning Asian marketplace.

**Verticals and Services**

* + - * TVS Asianics’ verticals include China Network Logistics (CNL) and TVS Logistics Siam Limited – for Contract Logistics Services; and TVS Dynamic Global Freight Services (TVS DGFS) and Transtar – for Freight Forwarding Services.
      * CNL provides end-to-end supply chain management services in China with specialization in FMCG, Consumer Electronics and Retail industries. Headquartered in Shanghai, CNL manages 13 branches and 24 operation sites across the country and is equipped with over 400,000 meters of warehouse space, a dedicated fleet, and an extensive carrier network.

**Website:** <http://www.tvs-asianics.com/>

**TVS Supply Chain Services Limited (UK):**

TVS SCS UK is a global provider of outsourced Supply Chain Management Services to the Automotive, Defence, Utilities, Industrial and Beverage sectors. Based at the UK, the company with its array supply chain and value-added services are able to deliver real outcomes for its clients in the form of revenue growth and reduced operating costs.

**Services:**

* + - * Master Data Management – Msys, TVSSCS’ master data management system also includes design, development, and implementation of electronic parts catalogs (EPC) for use in the automotive sector
      * Order Management - Acceptance, processing, and exception management either of inbound component orders or of outbound final product/service orders from end clients
      * Inventory Management - Forecasting, planning, and managing of inventories of components, spare parts or end finished products
      * Storage & Warehousing
      * Transport Management
      * Aftermarket Services

**Website:** [**http://www.tvsscs.com/**](http://www.tvsscs.com/)

**TVS Logistics Iberia S.L:**

Based in Barcelona, TVS Logistics Iberia is a joint venture between TVS Automotive Europe (based in Sheffield, UK) and Logipoint (a division ofGrupoTranscoma, Spain). Started on Nov 2004, the company facilitates value for money Supply Chain Management by offering end to end solutions to the automotive and engineering industries. With an ISO 9001:2000 certified back office in India to support sourcing activity and logistics facilities (warehouses in Barcelona, Madrid, and Bilbao; Custom Clearance Agents and Forwarding companies), TVS Logistics Iberia is able to offer effective Business Process Outsourcing solutions.

**Website:** <http://www.tvsscs.com/>

**TVS Dynamic Global Freight Services Limited:**

TVS DGFS is a joint venture between TVS Logistics Services Limited - a top logistics company in India, and Dynamic Freight Forwarders, and was incorporated as a combined entity in September 2007. With over 20 years of experience in supply chain and logistics, handling the substantial volume of sea freight and sizeable air freight business, the company is India's largest automotive forwarder. It has offices in all major ports & airport cities in India and services automotive, engineering, pharmaceutical, telecommunications, and general cargo requirements. TVS DGFS is an IATA approved cargo agency and is also licensed to issue M.T.O documents. It is registered with the Federation of Freight Forwarders Association of India – FFFAI; and the International Federation of Freight Forwarders Association

**– FIATA.**

**Services**

* Air Freight
* Sea Freight
* Customs Clearance
* Transportation
* LCL Consolidation
* Project Cargo
* Warehousing & Packaging

**Website:** [**http://www.tvsdynamic.com/**](http://www.tvsdynamic.com/)

**TVS Telecom & Networking Division:**

TVS Telecom & Networking Division started operations in the year 2000 with a single mission to offer world-class communications products and services. Today, it has established a name for itself as reliable telecom services and networking solutions partner with all its customers by delivering and implementing tomorrow's solutions today. Previously a part of TVS & Sons, the division was merged with TVS Logistics in 2017. It offers Support Services and Remote Infrastructure Management Services aligned to clients’ business context. The telecom services include Total Solutions, Telecom Integration, Operations & Maintenance, OSS-BSS, Networks, IT infrastructure, Training, Applications, and Business Processes. TVS Telecom & Networking Division also offers state of the art IT infrastructure services for major infrastructure projects in India and adjoining countries.

**Website:** [**http://www.tvstelecom.in**//](http://www.tvstelecom.in//)

**OBJECTIVES:**

* + - To know if the time in the Toolbox Meetings was utilized productively.
    - To determine if the Toolbox Meeting contributed to day-to-day work.
    - To find out the safety aspects discussed in TBM.
    - To find the Effectiveness of Toolbox Meeting in TVS.

**LITERATURE REVIEW:**

***Employee participation***

* Siddhanta & Roy (2012) explored implications for theory, further research, and practices by synthesizing modern 'Employee Participation' activities being practiced by the corporate with the review of findings from previous researches/surveys.
* Singh &Shukla (2012) tried to find out what variables are significant to create an engaged workforce. Hewitt defines employee participation in the energy, passion; “fire in the belly” employees have for their employees.
* Bhatla (2011) focused on the need for such employees and how their presence can improve the progress and work efficiency of the organization as a whole. Also focused on the challenges faced by the HR managers to improve employee engagement for an organization’s survival.
* Shashi (2011) reinforced the importance of employee communication on the success of a business. She revealed that an organization should realize the importance of employees, more than any other variable, as the most powerful contributor to an organization’s competitive position.
* Bijaya Kumar Sundaray (2011) focused on various factors, which lead to employee participation, and what should a company do to make the employees engaged. Proper attention to engagement strategies will increase organizational effectiveness in terms of higher productivity, profits, quality, customer satisfaction, employee retention, and increased adaptability
* Kular et al. (2008) explored five key areas: What does “employee participation‟ mean? How can participation be managed?; What are the consequences of participation for organizations?; How does participation relate to other individual characteristics?; How is participation related to employee voice and representation?
* Robertson-Smith and Markwick (2009) throw light on what participation is and reveals that it is an important yet complex challenge, and there remains a great deal of scope for discussing the various approaches.
* Simpson (2009) discussed the current state of knowledge about participation at work through a review of the literature. This review highlighted the four lines of participation research and focuses on the determinants and consequences of participation at work

***Employee Motivation:***

* Employee motivation is the most important element for all organization to attain achievement weather these are public or private (Chintallo & Mahadeo, 2013).
* A study was done to find the effect of employee motivation on employee performance in which it was concluded that if employees are more motivated then their performance would increase (Asim, 2013).
* Employees who commit to learning are more satisfied with their jobs and ultimately show more positive performance than others (Tsai et al, 2007).
* Harrison (2010) established that learning that is prompted by training positively affects employee performance and is an essential element for the achievement of organizational goals (Harrison, 2000).

***Workplace safety***

* According to Oxenburgh et al. (2004), the health and safety of all employees are closely linked to the company’s productivity in all workplaces.
* Muchemedzi and Charamba (2006) define occupational health as a science concerned with health in its relation to work or working environment.
* McCunney (2007) demonstrates that the health risks and failure of employees to participate in fitness and health promotion programmes are associated with higher rates of employee absenteeism. McCunney’s contribution can only be valid if the fitness programmes are in place.
* Towers (2003) explain that it is important to empower, educate and persuade workers to exercise their powers in the protection of their OHS. Employees are left to form their own OHS committees, which are not taken seriously by the management.
* Koopman (2001) states that accidents bring pain and suffering to the worker and his family. When it results in permanent disability, the consequences are disastrous for both the victim and the company. The victim loses his earning capacity and ability to enjoy a normal active life, and the society and company are deprived of his/her skill and contribution to production
* Muchemedzi and Charamba (2006) explain that accidents do not arise from a single cause but from a combination of factors, which act simultaneously. A potentially unsafe situation does not cause an accident until someone is exposed to it. Accidents are caused by the result of unsafe acts or practices (the human element that results from poor attitudes, physical conditions and lack of knowledge or skills to enable one to work safely). They are also caused by the result of unsafe conditions of equipment or materials.
* Zimbabwe Congress of Trade Union (ZCTU) Health and Safety Department (2001) divides OHS hazards into six categories, these are physical, chemical, mechanical, biological, ergonomic and psychological. All these hazards negatively affect employees’ OHS that resultantly cause low productivity. For example, psychological hazards include monotony, which causes mental stress and decreases productivity.
* A leadership training program entitled towards meeting was developed to improve knowledge and communication skills in daily planning of work tasks.(2017)Katharina Christiane Jeschke