

INTERNSHIP REPORT

TSS SIRSI

Submitted by

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Submitted to



Visvesvaraya Technological University, Belgaum

In partial fulfilment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

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SHOBHAVANA CAMPUS, MIJAR, MOODBIDRI.

2021-2023

DECLARATION

I VINAY VASANT PATIL hereby declare that the internship and organizational study report entitled "ORGANIZATION STUDY AT TSS SIRSI" prepared by me under the guidance of MR. GURUPRASAD PAI faculty of M.B.A Department, ALVA'S INSTITUTE OF ENGINEERING AND TECHNOLOGY and external assistance by MR. VIJETH HEGDE HR manager, I also declare that this study is towards the partial fulfillment of the university regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University (VTU).

I have undergone an internship and organization study for a period of 4 weeks. I further declare that this report is based on the original study undertaken by me

Place: Sirsi

VINAY VASANT PATIL

USN: 4AL21BA107



ALVA'S INSTITUTE OF ENGINEERING & TECHNOLOGY


(A Unit of Alva's Education Foundation @ Moodbidri)
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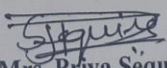
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CERTIFICATE

This is to certify that **VINAY VASANT PATIL** bearing USN **4AL21BA107**, is a bonafide student of Master of Business Administration program of the Institute (2021-23) affiliated to Visvesvaraya Technological University, Belagavi.

The Internship report on "TSS, SIRSI" is prepared by him under the guidance of **Mr. Guruprasad Pai**, Assistant Professor, PG Department of Business Administration in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, Visvesvaraya Technological University, Belagavi, Karnataka.


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ACKNOWLEDGEMENT

It was my privilege to undergo the organizational study at **TSS Sirsi**. There are many people who have helped me to complete this study successfully. It is with gratitude that I acknowledge the help which guided my efforts with success.

It is my foremost duty to express my wholehearted thanks to my guide **MR. GURUPRASAD PAI** for the valuable guidance, support and motivation during the course of this study. The inspiration provided by my guide at every stage of my work has helped me immensely in the completion of this organization study and the preparation of this report.

My profound thanks to **MR. VIJETH HEGDE** who took interest in explaining concepts and imparting necessary inputs pertaining to the organization study, without which it would not have been possible for me to complete this work. I am also very thankful to the other executives and staff of the company for their co-operation.

Place: Sirsi

Date:

USN:4AL21BA107

VINAY VASANT PATIL

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EXECUTIVE SUMMARY

The report is all about the internship conducted in TSS SIRSI which encompasses the overview of the Conglomerate Industry explaining about the growth, economical contribution and future goals of the industry. The report also gives a brief overview of the company profile starting from its vision, mission history of company.

The first chapter deals with the introduction about the internship, industry profile. The second chapter is about the organization profile,

- Nature of business,
- Vision mission, quality policy,
- Workflow model
- Product/service profile,
- Ownership pattern,
- Achievements/awards if any,

The study also deals with the McKinsey's 7s framework pertaining to the TSS Sirsi company which analysis the company's organization structure, strategy, skills, leadership style and shared values of the organization. It also includes SWOT analysis of the organization, financial statement with ratio analysis. This report also has the learning experience and it additionally comprises of Bibliography.

CHAPTER: 1

**INTRODUCTION ABOUT THE ORGANISATION
AND INDUSTRY**

INDUSTRY PROFILE

Conglomerate Industry

A conglomerate industry is a business entity that consists of multiple companies or divisions operating in various industries or sectors. These companies operate independently and may have different products, services, or operations. The main characteristic of a conglomerate is its diversity and the ability to spread risks across different industries. In this report, we will provide a detailed analysis of the conglomerate industry, including its structure, advantages, and disadvantages, and the future of the industry.

Structure of the Conglomerate Industry:

The conglomerate industry is structured in a way that allows for diversification of risk and investment in various industries. Conglomerates are typically divided into two categories: pure and mixed. Pure conglomerates have no single business line and operate in unrelated industries, while mixed conglomerates operate in a single industry but across different business lines.

Conglomerates can also be organized based on their ownership structure. Some are owned by individuals or families, while others are owned by institutional investors such as private equity firms or hedge funds. The ownership structure of a conglomerate can impact its decision-making process and strategic direction.

Advantages of the Conglomerate Industry:

The conglomerate industry has several advantages, including:

- **Diversification:** The ability to spread risks across multiple industries is one of the main advantages of the conglomerate industry. If one industry is experiencing a downturn, the conglomerate can rely on the profits from its other businesses.
- **Economies of scale:** Conglomerates can achieve economies of scale by sharing resources such as marketing, distribution, and research and development across their different businesses. This can lead to cost savings and increased efficiency.

- Access to capital: Conglomerates have the advantage of having access to capital from multiple sources, including the cash flows generated by their different businesses and the ability to raise funds from the public markets.
- Cross-selling opportunities: Conglomerates can leverage their customer base and cross-sell products or services from their different businesses, leading to increased revenue.

Disadvantages of the Conglomerate Industry:

Despite its advantages, the conglomerate industry also has some disadvantages, including:

- Complexity: Managing a conglomerate can be complex, as it requires oversight of multiple businesses with different operations and strategies.
- Lack of focus: Because conglomerates operate in multiple industries, they may lack the focus and expertise of a company that operates in a single industry.
- Inefficiencies: Conglomerates can sometimes become inefficient due to the complexity of their structure and the difficulty of coordinating between different businesses.
- Limited growth opportunities: In some cases, conglomerates may face limited growth opportunities due to the saturation of the industries in which they operate.

Future of the Conglomerate Industry:

The future of the conglomerate industry is uncertain. While some conglomerates have been successful in the past, others have struggled to deliver value to shareholders. The rise of technology and the increasing focus on specialization may also impact the viability of conglomerates in the future. However, there are still opportunities for conglomerates to thrive, particularly in emerging markets where diversification across multiple industries can help mitigate risks.

TSS Sirsi

Credit co-operative societies were started in 1905 at Sirsi with the aim of rescuing agriculturists from the clutches of local money lenders. Cooperative Societies Act 1912 was passed for setting up noncredit cooperatives in the field of marketing and supplying domestic items and agricultural materials. On those days financing the farmers for the purpose of production of Arecanut, Pepper and Cardamom and marketing of these agricultural produces were under the control of private money lenders, land lords and commission agents. The agriculturists especially small land holders were being exploited. They could not get better price, actual weight. They should have paid higher price for consumer items and other essential commodities. Neither producer nor consumer could get better incentives or yield for their efforts and honesty. In order to get a solution to this problem, "Sirsi Totagars Co-operative Purchase Distributive and Credit Society Ltd., Sirsi" was established at Sirsi in 1913. But even after 10 years' business, the society collected only share capital of Rs.3700/- and reserve fund of Rs.2500/-, with this meager fund, it was not possible to carry on both activities of providing loan to farmers and marketing their produce. So only financing to farmers was continued. So as to overcome this problem this society was divided into "Credit society" and "Marketing society" in the year 1922. Thus in 1923 "The Totgars' Co-Operative Sale Society took its birth and started its activities on 24.11.1923.

CHAPTER: 2

ORGANIZATION PROFILE

2.1 BACKGROUND

TSS was initially started in at sirsi in 1905 with the motto of saving agriculture and agriculture activities from the leverage of local money lenders. The Act of Co-operative society of 1912 was passed for setting up non-credit co-operative in the field of marketing and supplying domestic items and agricultural materials. On those days financing the farmers for the purpose of production of areca nut, Pepper and Cardamom and marketing of these agricultural produces were under the control of private money lenders, land lord and commission agent. The agriculturists especially small land holders were being exploited. They could not get better price, actual weight. They should have paid higher price for consumer items and other essential commodities. Neither producer nor consumer could get better incentives or yield for their efforts and honesty. In order to get a solution to this problem, “Sirsi totgars co-operative” purchase distributive and credit society ltd, sirsi was established at sirsi in 1913. But even after 10 years business, the society collected only share capital of Rs.3700/- and reserve fund of Rs.2500, with this merger fund, it was not possible to carry on both activities of providing loan to farmer and marketing their produce. So only financing to former was continued. So as to overcome this problem this society was divided into “credit society and marketing society” in the year 1922.

Name : The Totgars Co-operative Sale Society Ltd, (TSS)
Registration date: 21/09/1923
Founder : Shripad Hegade Kadave
Branch : Siddapura, Yellapur, Mundagod
Location : TSS new market yard sirsi-581 402
E-mail : tss@tssindia.in
Website : tssindia.in
Certification : AS ISO 9001/2008 certified co-operative departments

The main business is

1. Areca trading section
2. Super market
3. Sweet supari manufacturing unit
4. Samrat guest house section
5. San section
6. Agricultural request section

2.2 NATURE OF BUSINESS

A co-operative is a business organization owned and operated by a group of individuals for their mutual benefits. It is a business owned and controlled equally by the people who use its service or by the people who work there. The organization was started with the aim of rescuing agriculturists from the clutches of local money lender co-operative societies Act 1912 was passed for setting up on non-credit co-operative in the field of marketing and supplying domestic items and agricultural materials.

- ☐ To mainly providing for the marketing facilities to the members.
- ☐ Cattle feeds, consumer goods and groceries are also supplied.
- ☐ To provide paddy de husking facility.
- ☐ Having conduct processing activity
- ☐ Providing financial support to the TSS members in the way of loans and deposits, education loan, agriculture loans, pledge loans etc.

2.3 VISION, MISSION AND QUALITY POLICY

Vision statement:

“Vision of TSS Sirsi is spreading its operations to international market and by that creating a global demand for the products of members

Mission statement:

Society has set the mission as “members welfare is institution’s pride”. It has a mission of launching many projects to recover the quality of service given to the members of the society and to diversify its business by introducing different.

Quality policy

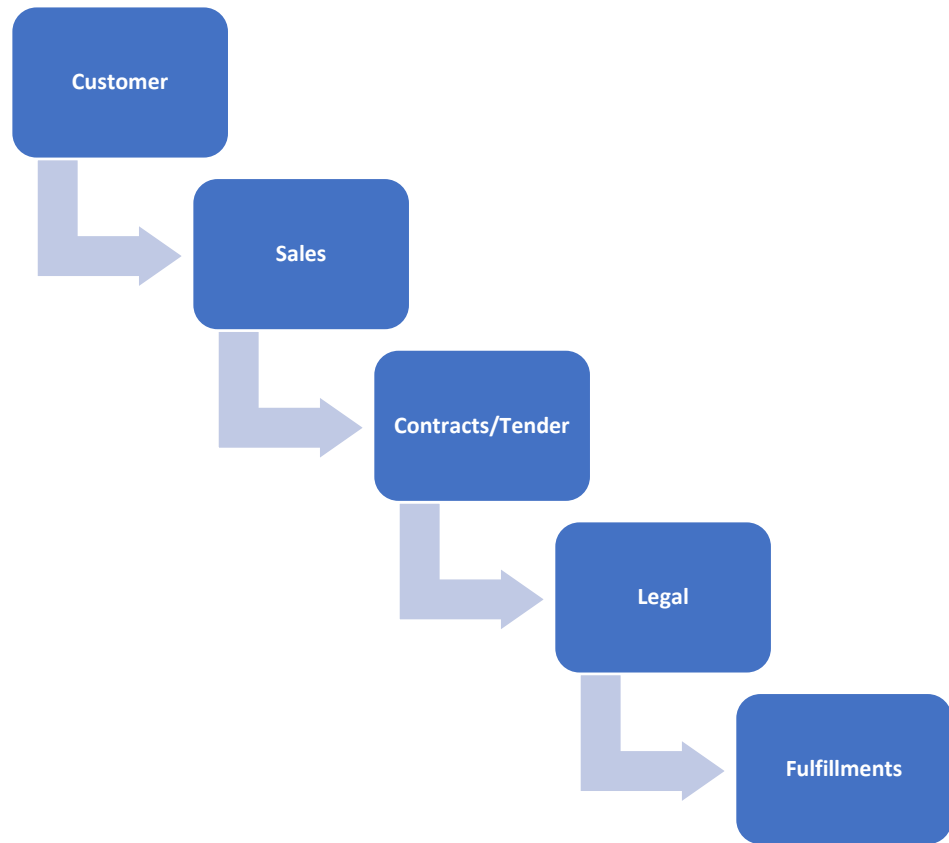
Company can provide the good quality product& service to the customer. Producer when sell the product in to society than credited amount in to his account. They can provide the van facility to the producer to transport the product to society.

- Constant interactions with the customers
- Experts or expert works
- Provisions for work holding solution
- Customer care service
- Micro supervision

2.4 WORKFLOW MODEL

Work flow model is a continues series of task and decision that make up a business process.

Workflow model of TSS-



2.5 PRODUCT/ SERVICE PROFILE:

Areca nut:

Areca nut is the key product of TSS. It sells Areca nut in a huge quantity to numerous parts of the country like Gujarat, Maharashtra, Rajasthan, Delhi etc. In India Karnataka has the main area under areca nut cultivation with a production of 2.31 lakh tones constituting about 45 percent of the total are and 48 percent of the total production of the India.

Areca nut marketing is the systematic performance of areca nut business activities related to processing, grading, packing, assembling, transporting, storing, financing, selling and distributing in order to each the areca nut produce from the point of producer's farmer to the point of ultimate consumer in the process of areca nut marketing arrangement.

Primary market:

It is the arrangement for marketing of areca nut where produce of areca nut flow from the traders of primary market with the help of intermediaries.

Secondary market:

Secondary market is an arrangement of wholesale market where areca nut produce handed in larger quantity with the help of specialized to reach the areca nut to the terminal point.

Terminal market

Terminal market areca nut is the final point of market from where the areca nut produce is distributed to the final customer through the well-established retail network establishment.

Types of areca nut:

- 1.CHALI (Ripe sun-dried nuts)
- 2.RASHI (Tender boiled)

Factors affecting quality of areca nut

- Color
- Tenderness
- Gleam
- Shapes
- Weight

2.PEPPER:

Pepper is one of the products that are marketed by TSS. TSS does not trade or sell the pepper but it acts as an intermediary between growers and purchases on the basis of commission. It creates a market for pepper where purchases buy the pepper through tender System.

Types of Pepper

- Black pepper
- White pepper

3.CARDAMOM:

Cardamom is the agriculture product that is marketed by TSS is an intermediary in case of cardamom marketing. It gives platform to sell their crops by acting as an agent between grower and purchaser.

4.SWEET SUPARI:

Sweet Supari is the manufacturing to marketing product or sale of value-added product. TSS sweet supari is value addition for the areca nut. This sweet supari manufacturing was started in dec 2009, with two simple machines. At present it is working with 100 machines having the capacity of 100-120 pouches to per minute. It was located in kadave which is 10 kilometers from town. It giving employment opportunity for 200 people in this section it had turnover of 35crores in the last financial year.

Main raw materials used in sweet supari are,

- Areca nut
- Water
- Sugar
- Menthol
- Perfumes
- Packing roles

5. Super market:

Initially the super market was kirani store. Then later 2010 it was automatically converted into super market. It is established with the aim of providing better service to the customer and also to create a better convenience to its customer. All type of merchandise is easily available in the single roof. It has 2 shifts of 250 workers in the super market. All inventory management activities are handled by respective sales executives. Also, it has 11000 SDL products under the one roof.

6.Dhara Cattle feed:

TSS produces qualitative and nutrients contain cattle feeds under the name of Dhara and sells to customers.

The main objective is to sell the best quality cattle feeds to the customers at competitive price. The production units have 3 ton of cattle feeds production capacity every hour with latest machines operated with latest technologies.

7. SAMRAT GUEST HOUSE

On 17 may 1985 well finished and equipped hotel SAMRAT was started. Since then, it is helping not only members but also people from different place by providing good accommodation facilities.

OWNERSHIP PATTREN:

TSS is co-operative society formed and managed by the members. The board of director is elected by the share member by poll. They were elected for the period of 5 years.

Members of the Managing Committee/Office Bearers

1) Shri Shantaram Venkatraman Hegde, Shigehalli	-Chairman
2) Shri Ramakrishna Shripad Hegde, Kadave	-Vice-president
3) Shri Krishna Mahabaleshwar Hegde, Heepanalli	-Director
4) Shri Ganapati Sheshagiri Raysad, Kalasalli	-Director
5) Shri Chandrashekhhar Narayan Hegde, Hudlamane	-Director
6) Shri Seetaram Manjunath Hegde, Neernalli	-Director
7) Shri Annappa Govind Gouda, Hulkutri	-Director
8) Smt. Sharada Annappa Hegde, Sirsimakki	-Director
9) Shri Subray V. Bhat., Salkani	-Director
10) Shri Narasimha Timmanna Bhat, Gundkal	-Director
11) Shri Ramkrishna Timmappa Hegde, Alagoda	-Director
12) Shri Balachandra Prabhakar Hegde, Kodamud	-Director
13) Shri Shashank Shantarama Hegde, Shigehalli	-Director
14) Shri Narayana I. Naik, Menasi	-Director
15) Smt. Mahalaxmi D. Hegde, Lingadakona	-Director

Table no:1 Name of leader who served as the chairman of this institution and period

Name	Period
1) Shri M.S.Jade	1923-31
2) Shri G.M. Hegde Lingadkon	1931-37
3) Shri P.G. Hegde Heepanalli	1937-45
4) Shri G.V. Hegde Janmane	1945-52
5) Shri S.R.HegdeKadave	1952-57
6) Shri G.S. Hegde Ajjibal	1957-59
7) Shri T.M Hegde Motinsar	1959-60
8) Shri S.R. Hegde Kadave	1960-75
9) Shri D.D Vishwamitra Oninagadde	1975-84
10) Shri S.R. Hegde Kadave	1984-87
11) Shri D.D.Vishwamitra	1987-93
12) Shri S.R. Hegde Kadave	1993-95
13) Shri S.V. Hegde Shigehalli	1995-

ACHIEVEMENT /AWARDS:

This society was registered on 21-09-1923 and started its activities on 24-11-1923

1. Siddapura branch was opened in 1947
2. Yallapura branch was opened in 1955
3. Linking credit with marketing system was introduced
4. Society was classified as “A” by audit department in 1959
5. On 8-10-1964 Medical stores was started
6. On 17-06-1964 the office was shifted from Nadig Galli to Namajgudda which is now called as A.P.M.C. yard
7. Petrol bunk was started on 21-12-1964 and then handed over to another society
8. The rice mill was started on 09-05-1965
9. By the request of this society, North Karnataka District printing co-operative society branch was started.
10. With the efforts of this society, K.S.R.T.C. divisional office was started
11. With the collaboration of the society, soil testing laboratory was started in the office building by K.D.C.C. Bank.
12. During 1969-70, Society returned Government share and loan
13. Financial assistance to many educational institutions, students, hostels, agriculture and horticulture research, poor and intellectual and meritorious students and to some other areas.
14. Society is the founder member of Campco which was established in 1973.
15. In the year 1985, well equipped and well-furnished Samrat hotel was purchased. Since then, it is service not only members but also people from different areas by providing good accommodation facilities.
16. As it is having own and substantial funds, it is providing financial help to its members, good marketing facility.
17. Cold storage has been constructed for the first time in this region to store areca nut.
18. 24 hours payment facility to members through ATM.
19. On 14-11-2005, high-tech hospital was started.
20. Installation of computers in all sections.

21. Founder member of Karnataka Rajya Adike Mahamandala Niyamit.
22. On 05-10-2005 cattle breeding center was opened with the collaboration of BAIF at Sirsi
23. On 06-06-2006 public library was started at head office

Awards

1. Sarvajanika seva prashasti -1962
2. IFFCO Cash Award -1988-89
3. Best Marketing society -2005
4. Best Co-operative Society -2007
5. Best marketing Society award by KDCC Bank

FUTURE GROWTH AND PROSPECTS:

Future growth of TSS the credit goes to expired “Shree Shripad Hegde” former chairperson of TSS, who work hard and fought to initiate TSS to the upper level. It made of his restive effort, huge contribution in co-operative field, encouragement and reliance in agriculture, high perception TSS became in Karnataka, India and worldwide. During his authority chairman the society returned government share and loan. The way in which getting loans from banks was stopped. Where the rates were falling. He actively worked to establishing of CAMPCO started in 1973, CAMPCO was joint venture between Karnataka and Kerala.

Table no: 2 Competitors

COMPETITORS	COMETENCIES
TMS	<ul style="list-style-type: none"> • Excellent Quality Products • Loyalty of members • Skilled Employees • Better Financial Position
KADAMBA	<ul style="list-style-type: none"> • Loyal membership base • Loan and insurance facility • Big market in north India • Responsive to member needs
CAMPCO	<ul style="list-style-type: none"> • Favorable customer preference • Access to high quality natural resources • Dedicated employees • Large product mix

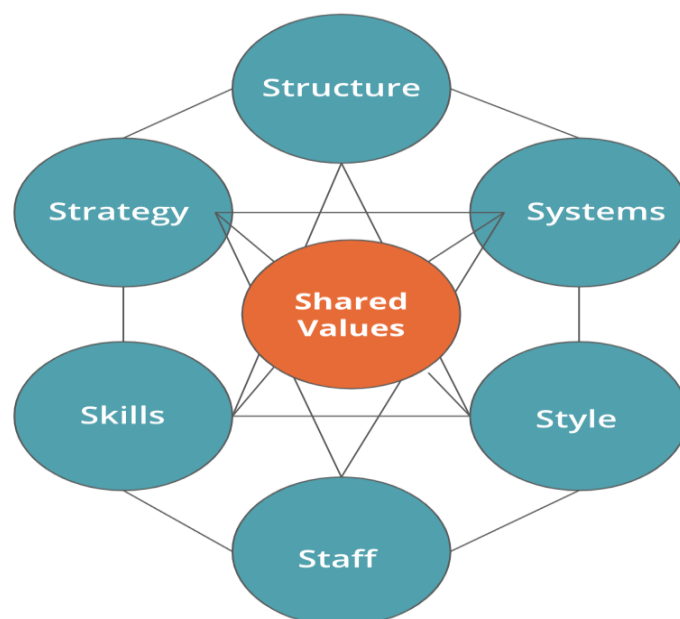
Chapter 3:
Mckensy's 7s framework and Porter's Five Force model

Introduction to Mckensy's 7s framework

This model explains management model, was developed by two consultants (business) in the year 1980. This model includes seven S. In 7S some are soft S and hard S. The objectives are to have improving company's performance. The hard elements are strategy, structure, Systems and soft S are shared values, skills, staff, and style. 7S is used in the organizational changes, merger of company, having new strategy, future Planning.

The complex relationship is dramatically shown. According to the model change simply a matter of structure all though structure is a significance variable in the management of the change. The 7S are as follows: -

1. Structure.
2. Strategy
3. Staff
4. Skill
5. Style
6. System
7. Shared value

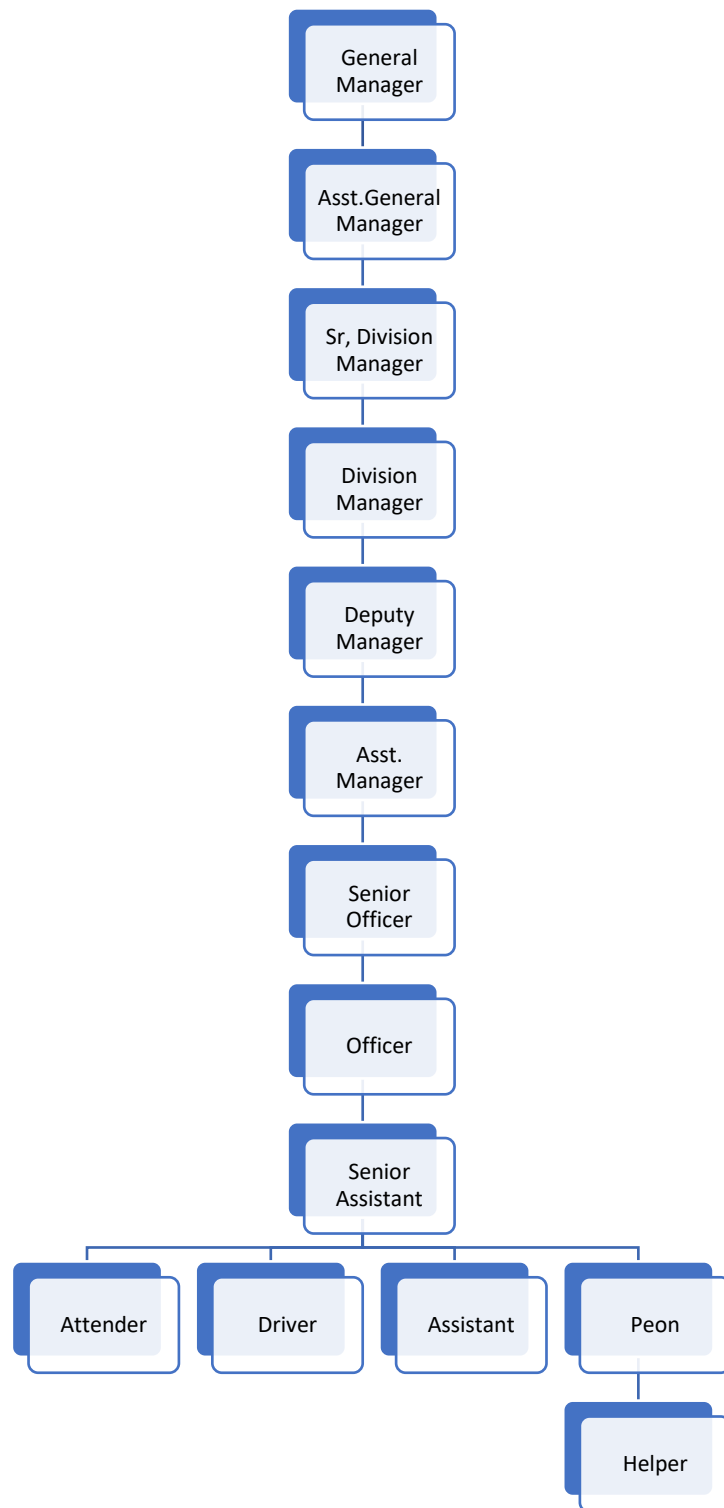


1. STRUCTURE

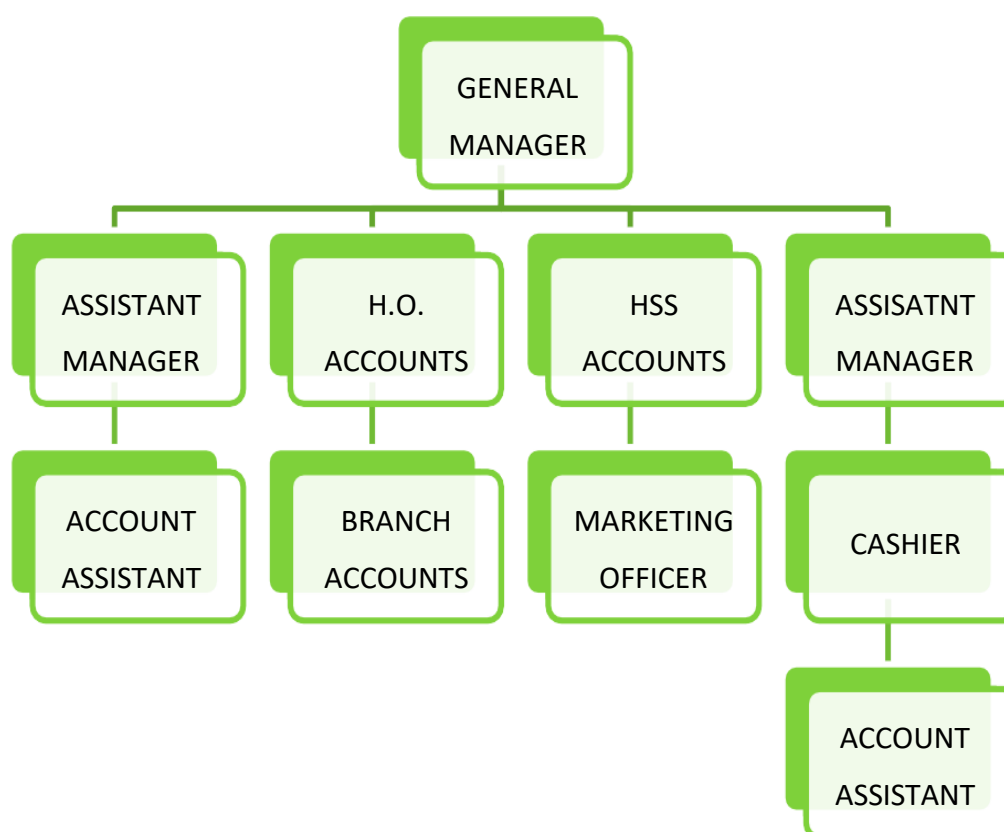
Organization structure in TSS can be seen as organized pattern of relationship among the elements of the TSS. The frame of structure in TSS is well planned. The authority and responsibility are properly allocated rest is carried without difficulties. It follows line organizational structure where are section heads that manage and supervise the work in their section and they are answerable directly to the general manager. Each section has assistants and clerks who are answerable to their immediate authority and the responsible flows upward.

a) Organization Structure

The organization structure of TSS is line structure as the organization needs structure for achieving common goals. In line organization there are section heads that manage and supervise the work in their section and they are answerable directly to the general manager and other section heads cannot question his work and position. Each section has assistants and clerks who are answerable to their immediate authority and the responsibility flows upward.



b) Structure of finance Department

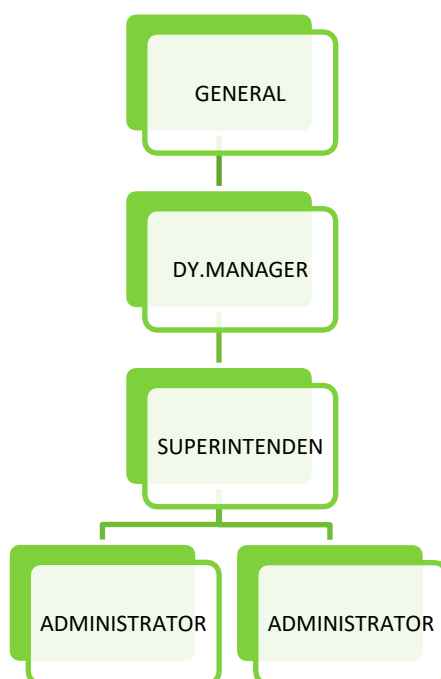


Functions of key people in Finance Department

Primary co-operative societies are also members of this society. These societies will also get direct financial assistance. NABARD and APEX Bank will release funds to KDCC Bank will sanction fund to the primary co-operative societies. Primary societies will sanction loan to their members. These members bring and sell the product in TSS. Discredits the sale proceeds to the account of primary societies in KDCC bank. This system is called as “Linking credit with marketing”.

TSS has got good status as far as financial position is concerned. Purchases may not make the payment on the date of sale itself. Advance can be given against security of products. Poor and intelligent students will be sanctioned scholarship. For last six months education loan also is being sanctioned to those students who wish to study higher education subject to the condition that his pattern should be the member of this society

C) Structure of Human Resource Department



Human resource management is the important functions of every organization. Skilled efficient and expertise workers are proved to be the assets of the firm. The administrative unit in TSS is taking care of employee's details, salary records, paying bonus to workers, managing industrial relation, providing other facilities to the employees, Employees state insurance scheme (SIS) etc.

d) Structure of Marketing Department:

The main function of TSS is marketing. It provides platform to the members to sell their product and traders to purchase Areca nut, pepper ago the society or through the primary co-operand cardamom and are the three crops being sold in TSS. Vanillas are also being marketed in TSS. Areca nut is the main crop sold in TSS. Agriculturists bring their products directly to the society or through the primary co-operative societies for sale. Agriculturist should have to be the members to the TSS for market activities to undertake

2)SYSTEMS:

The system refers to group of independent and interlinked activities as a whole. In this case the system signifies the regulation including procedures that support the organization structure. So, the company has production planning and control system, financial and cost accounting system, training and development system, management information system, performs evaluation system etc.

A. System at finance Department

Managing the deposits:

Deposits only from those members who sell their products produces in this society will be accepted. There are three types of deposits.

- 1) Fixed deposits
- 2) Cash certificate
- 3) Savings bank deposits

LOAN SECTION:

TSS is providing loans to its member at lower and simple rate of interest. This society is not having any “Government Share”. It is providing loan to members from its own fund @ 12.25% p.a. of simple interest. It provides three types of loans.

a. Production loan:

75% of total sales amount in the current year or 70% of average sales amount of consecutive three previous years, whichever is less, will be given as production loan. While sanctioning this loan, encumbrance on the properties of the concerned member will be recorded and members will have to give surety of another member. This loan will be disbursed on installment basis. This loan will have one -year duration. Once in a year, interest will be charged on basis of day’s calculation. Sometimes interest will be collected on the same day when amount is credited.

b. Pledge loan:

Members will get loan up to 75% market value of produce kept in the godown. This is called pledge loan.

c. Deposits loan:

Members will also get loan on deposits. 85% of deposits amount plus interest on deposits up to that day will be given as deposits loan.

B. System at Human Resource Department Recruitment and selection:

For posts like GM and manager posts advertisement will be given in newspaper and magazines selection process.

- ☐ Written test.
- ☐ Interview.
- ☐ Selection.

For middle level posts like office assistant direct interview will be conducted and candidates are selected. Some methods used for selection is technical interview and personal interview. Lower-level posts like peon and helpers will be appointed based on the reference of the existing employees. Training and induction program is conducted for all the new employees. The training will be of one -year period. They will be taught regarding origin, growth, principle of co- operative societies, and maintenance of different accounts in the society. Special classes of one-hour duration will be conducted once in a week. All trainees will be given theoretical and practical training in different sections. They will also be trained about relationship between members, purchases and the society. After one year, every trainee will be issued a certificate.

Wages and salary administrator:

The main intension of wages and salary administrator is to establish and maintain equal wages and salary structure. The management of Totagars' co-operative sale

society consolidated wages to the employees. Pay fixation to these employees mainly based on the qualification, ability and experience. Skilled employees are paid between Rs.2000 to 20000 per month and unskilled are paid between Rs.1500 to Rs.5000 based on their work performance.

C. System at Marketing Department

Steps involved in marketing products:

a. Assembling the product:

The product is assembled through personal delivery by the formers at the society's office or through primary societies according to a fixed schedule.

b. Weight measurement:

Once the product reaches the society weight measurement is done and the weight is recorded to avoid mistakes. A copy of this will be given to the owner which he has to submit at the time of getting the sale note. On arrival of the goods, member's name, number of bags etc. Will be written on the bags and then rough weight will be recorded on a register and a rough will give to the members. It contains:

- ☐ Name of the society
- ☐ Receipt no.
- ☐ Date
- ☐ Account no.
- ☐ Name of the member
- ☐ Variety
- ☐ No. of bags
- ☐ Rough weight

c. Grading

Through grading, the society sorts out the products into lots of uniform quality and characteristics

d) Storage

TSS provides storage facilities to its members to store the goods. TSS has 9 well designed godowns and also cold storage facility to store the goods.

3) STRATEGY

Strategy is a systematic action plan and allocation to achieve company goals; it is the upon on the intention and the basic long-term objective of a company and the approval of action and grant of necessary resource to this objective. The strategy of TSS is to provide platform to the members for their products and traders to purchase. The main hard S's

Innovative Marketing Strategy adopted:

TSS introduced 'pooling system' under which the members produce was pooled, graded and sold in different terminal markets at remunerative prices. As a result of successful marketing operations over the years, there was an enormous increase in its internal resources. So, to become self-reliant and perhaps to be free from the Government interference, it returned the entire Government share capital and loan during 1969-70. In 19 72 the economy of North Karnataka district in general and Sirsi taluk in particular received a serious jolt when areca nut prices nosedived. The price of Rashi Standard variety of areca nut which was quoted around Rs.717 per quintal in October 1971, slumped to Rs.340 per quintal in 1972. The TSS studied the causes and realized that rampant speculation and overplay of private finance contributed to the periodical as well as sudden variation in the prices of areca nuts. To foil the speculative attempt of private traders, the CAMPCO was started and the TSS became its founder member, and has been acting as its purchase agent in Sirsi market since then. Thus, the TSS played a key role in reviving areca market and stabilizing areca prices.

4)SKILLS

Skills are the talent that firm's employees perform very good. They also have capacity and ability. During organizational change, the question comes are. What are the strongest skills represented within the company/team?

- Are there any skills gaps?
- What is the company/team known for doing well?

Skills Available at TSS

The organization is capable of producing quality products and services well before the time schedule and other expectation of the customers. TSS is satisfying the needs of its members by providing various facilities required to them. TSS possesses good skills in the procurement of raw materials which is reflected by the quality assurance test taken by the organization during the procurement of raw materials. It also builds skills of employees by giving proper training.

5) STYLE

Style shows the way the organization is managed by upper-level managers, how they contact, what actions do they take and their shy value.

- How to take part in the management leadership?
- How to make of leadership effectively?
- Are employees tending to be cooperative and competitive

Communication Style at TSS

There are three types of communication system is there according to the direction. They are

1. Downward communication
2. Upward communication
3. Horizontal communication

In TSS following these three types of communication system. The messages will be sent from downward to upward and upward to downward. There is no restricts are there to express their opinions of the employees. They are free to share their opinions with the higher officer.

Leadership Style at TSS

A leader's method of providing direction, executing plans, and motivating people is known as leadership style.

At TSS, they follow a very in effectible style of functioning.

- There is a good cordial relation between the management and the employee which shows a participatory leadership style.
- Staff has very good informal conversation that develops sense of loyalist, motive, and dedication within the employees.
- Manager and staff etc. are approachable.
- Personal attention to the project trainees helps in creating a good image in the eyes of the public

6) STAFF

Staff includes the company's human resource, educational, demographic. What and how many employees are needed for company. It is motivated, training and development and rewards.

- What positions need to be filled?
- Are there gaps in required competencies?

Staff Profile at TSS

A style refers to the way the management behaves and collectively spend time to achieve organization goal. In TSS management holds meeting regularly and spend time to achieve organization goals. Every department maintains proper records, which is helpful for verification purpose and they have to do presentation on their department activities.

The style of organization is authoritarian. It means management follows authoritative style of management.

7) Shared Values

The internal values of the organization, as shown in its general work ethics and corporate culture. It includes core values, corporate culture and strong values.

Shared value of super ordinate goals refers to a set of value and aspiration that goes beyond the convention formal statement of corporate objectives. There are fundamental ideas around which business is built. TSS every employee is dedicated to the achievement of the organization goals. The employees work hard to see that good quality product and service are produce in the organization

Shared value goals refer to a set of standards and ambition that goes beyond the convention formal statement of corporate objective. The employees work hard to see that good quality products and services are produce in the organization. There are some fundamental ideas around which business is built. In TSS every worker is dedicated to the achievement of the organization goals. The organization also took the valuable guidance and suggestions from the employees, members and customers. This will show the free flow of authority from management to worker.

Porter's Five Force model

Five Force model is way in which completion of business can be analyzed. Five Forces goes with the micro as well as macro environments It is like a SWOT analysis Model is used mostly in new business entering in industry sector. Model was in 1979.strategies for success are differentiation, focus, alternatives, cost leadership.

Porter's Five Forces Framework is a method of analyzing the operating environment of a competition of a business. It draws from industrial organization (IO) economics to derive five forces that determine the competitive intensity and, therefore, the attractiveness (or lack thereof) of an industry in terms of its profitability. An "unattractive" industry is one in which the effect of these five forces reduces overall profitability. The most unattractive industry would be one approaching "pure competition", in which available profits for all firms are driven to normal profit levels. The five-forces perspective is associated with its originator, Michael E. Porter of Harvard University. This framework was first published in Harvard Business Review in 1979



1) Industry rivalry (competition in the industry is high)

The main driver is the number and capability of competitors in the market. If there are many competitors offering undifferentiated product and service this will reduce market attractiveness.

In this force how the profitable and competitive an industry is the major aspect. rivalry intense when there are too many competitors, growth of industry is slow, high in the exit barriers, and loyalty of customer is low, equal size of competitors, no difference in products.

TSS as many competitors like CAMPCO, APMC, APCOS, MAMCOS etc. but compare to above competitors TSS has much network so competition is high.

2) Bargaining power of suppliers (The bargaining power of suppliers is low)

An assessment of how easy it is for suppliers to drive up price. This is determined by the number of suppliers for each essential element, the uniqueness of product or service, cost of switching from one supplier to another and the relative strength and size of the supplier.

Bargaining power of supplier's are believed on suppliers to the company. It includes raw materials, labor, services. Bargaining has directly affected the buying company's profits. There is no much bargaining can see in TSS by its suppliers because suppliers supply the raw materials and the products sold in the super market sometimes happens when there is a stock at that time they sell to the local shops or return the products to supplier.

3) Bargaining power of buyers (The bargaining power of buyers is low)

An assessment of how easy it is for suppliers to drive prices down. This is determined by the number of buyers in the market individual buyer to the business.

The bargaining power of suppliers is also described as the market of inputs. Suppliers of raw materials, components, labor, and services (such as expertise) to the

firm can be a source of power over the firm when there are few substitutes. In TSS the bargaining power of buyers will not be seen because there is a super market so there the product rate is fixed no question of bargaining by buyer or customer.

4) Substitute product (The threat of substitute products is moderate)

Substitute product exist in the market it increases the likelihood of the customer switching to alternative in response to price increase.

This force is finds easy when substitute products with better price and good quality where buyer can find easily in market substitute products exists in a close substitute product.

TSS substitutes products are more supari is like from different region so here different region has different type of shape and taste, so commonly the rate also differs in the same way. e.g.- TSS supari has 1 Rs and .50paise, and raj supari costs 1Rs

5)Entry of the new entrant (The threat of new entrants is moderate)

Profitable market attracts the new entrants which in turns reduces the profitability. Entry of new entrant in industry is low.

Threat of new entrants this force determines how easy (or not) it is to enter a particular industry. If an industry is profitable and there are few barriers to enter, rivalry soon intensifies. When more organizations compete for the same market share, profits start to fall.

TSS is a society so it will see some of the rivalries like pan bahara, vimal, rajsupari where they give different taste and different price.

Chapter:4
SWOT-ANALYSIS

Introduction to SWOT Analysis

Every company, either big or small, has to make its own SWOT analysis. It is very helpful to take decision, to measure company's growth and predicting the future.

SWOT analysis means the way of recognizing the internal and external analysis. SWOT is a 2*2 matrix. SWOT includes the strength, weakness, opportunities, threats. It has favorable and unfavorable objective; SWOT gives an idea in decision making process.

Strength of TSSs

- 1) Well established, long history.
- 2) Expertise of management members.
- 3) Loyal membership base.
- 4) There is good reputation team
- 5) Responsive to member's needs.
- 6) Extensive services provided to and goodwill for the society in locality.
- 7) Governance structure.
- 8) Vertical integration for supari.
- 9) TSS is having sufficient financial resources and can invest in my interested areas.

Weakness of TSS'S

- 1) The target cannot be fixed due to production fluctuations.
- 2) Limited capacity of production facilities.

Opportunities of TSS

- 1) Expansion into international markets.
- 2) Investment in integrated machinery (boiling, drying, packing)
- 3) Product diversification.
- 4) Financial capacity to respond to member's needs.
- 5) Demand exceeding supply for sweet supari

Threats of TSS

- 1) There may be chances of banning tobacco products which is produced from Areca nut.
- 2) Processing of Areca nut required lot of labor.
- 3) The primary societies may change their loyalty due to several reasons.
- 4) The government is not giving proper recognition to the co-operative societies
- 5) Potential changes to regulation Health concerns of areca nut.
- 6) External factors influencing price volatility of areca nut.

Chapter: 5

ANALYSIS OF FINANCIAL STATEMENT

Introduction to Financial Statement Analysis

The way in which data is collected and organized so that one can extract helpful information by company. Analysis of data is a method of inspecting, cleaning, transforming, and modeling data with the goal of discovering useful information, suggesting conclusions, and supporting decision making.

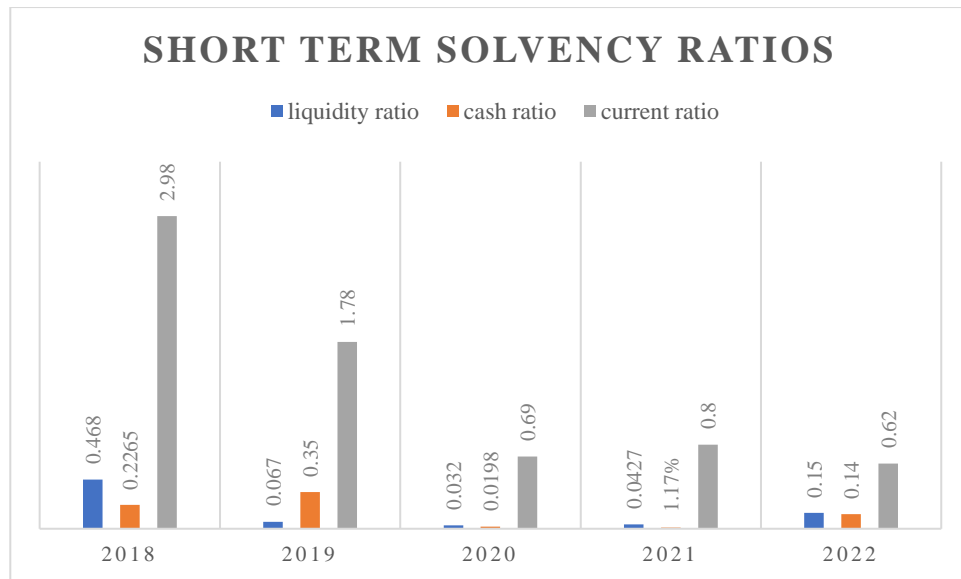
Financial statement analysis consists of creditors, management, investors, and regulatory authorities. There are two type of financial analysis one is horizontal and vertical analysis and another one ratio analysis, horizontal analysis is as called as trend analysis

Key Points to be considered for Financial Performance Analysis

1. Recognize economic nature.
2. Know your customers.
3. Know about your company's financial statements.
4. Analyze risk.
5. Create financial statements.

Table no: 3 Short term solvency ratios

Year	Liquidity Ratio	Cash Ratio	Current Ratio
2018	0.468	0.2265	2.98
2019	0.067	0.35	1.78
2020	0.032	0.0198	0.69
2021	0.042	1.17%	0.8
2022	0.15	0.14	0.62

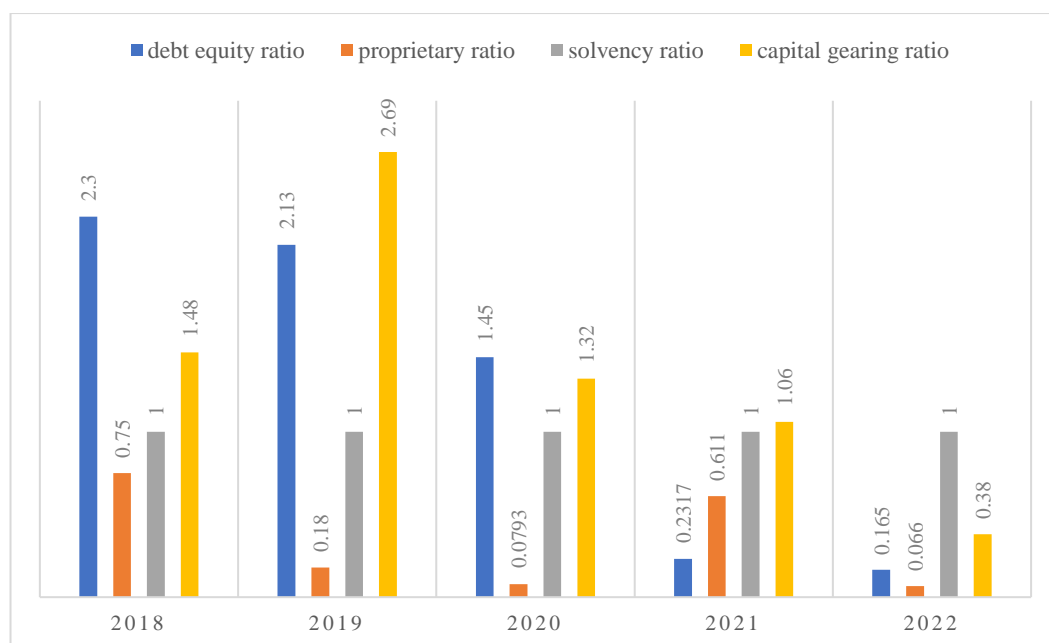


The table shows the liquidity ratios for a company for the years 2018 to 2022. Liquidity ratios measure a company's ability to meet its short-term obligations. The ratios shown in the table are:

- **Liquidity Ratio:** measures a company's ability to meet its current liabilities with its current assets. A higher liquidity ratio indicates better short-term solvency.
- **Cash Ratio:** measures a company's ability to meet its current liabilities with just its cash and cash equivalents. A higher cash ratio indicates better short-term solvency.
- **Current Ratio:** measures a company's ability to meet its current liabilities with its current assets. A higher current ratio indicates better short-term solvency.

Table no: 4 Long Term Solvency Ratio

Year	2018	2019	2020	2021	2022
debt equity ratio	2.3	2.13	1.45	0.2317	0.165
proprietary ratio	0.75	0.18	0.0793	0.611	0.066
solvency ratio	1	1	1	1	1
capital gearing ratio	1.48	2.69	1.32	1.06	0.38



The table shows financial ratios for a company for the years 2018 to 2022. The ratios shown in the table are:

- **Debt-Equity Ratio:** measures the relationship between a company's debt and equity financing. A higher debt-equity ratio indicates that a company is financing a larger portion of its operations through debt, which can increase its financial risk.
- **Proprietary Ratio:** measures a company's ability to meet its debts from its own resources. A higher proprietary ratio indicates that a company has a higher ability to meet its debts from its own resources.
- **Solvency Ratio:** measures a company's ability to pay its long-term debts. A solvency ratio of 1 indicates that a company has enough assets to cover its liabilities.
- **Capital Gearing Ratio:** measures the relationship between a company's debt and equity financing. A higher capital gearing ratio indicates a higher level of financial leverage and a higher level of risk.

Table no:5 Return on Asset Ratio

Year	2018	2019	2020	2021	2022
return on asset ratio	0.05%	3.80%	4.27%	3.01%	2.12%



The Return on Asset (ROA) ratio measures the efficiency of a company in generating profits from its assets. The trend in the ROA over the years 2018-2022 shows fluctuations. In 2018, the ROA was low at 0.05%, indicating that the company was not generating a lot of profits from its assets. However, the ROA increased significantly to 3.80% in 2019 and then further increased to 4.27% in 2020, suggesting that the company improved its profitability from its assets. In 2021, the ROA decreased to 3.01%, indicating a slight drop in profitability. In 2022, the ROA dropped even further to 2.12%, suggesting that the company faced challenges in generating profits from its assets.

CHAPTER-6

LEARNING EXPERIENCE AND SUGGESTIONS

LEARNING EXPERIENCE

It had been wonderful experience in TSS Ltd, as it helped me to understand the real-life situation. I learnt about how the organization functions and each department role in the entire organization success. During the organization study of one month, I have got enough exposure about how an organization will run successfully. The particular organization has shown me the fact that even co-operative societies can be run profitably as a corporate body. Many co-operative bodies which fail because of poor management have got lot many things from TSS. The organization has facilitated me to understand the marketing of agricultural product and services. According to the government rules the co-operative organizations have to maintain their books of accounts in their regional language. Although I am familiar with the regional language it was very tough for me to understand the financial terms. But it was necessary in order to get clear picture of the organization. I also got practical knowledge of the manufacturing company activities, like production process, how to utilizing machineries, raw materials, and packing system, payment system etc.

FINDINGS:

- In recent years the organization is trying to diversify its operating profitability.
- Areca nut price is highly volatile and fluctuates constantly based on demand.
- Lack of exposure to the international market.
- It is found that during off seasons it is very difficult for the society to make good profits and good results in average turnover.
- The society follows strict discipline policy which adds a plus point to its operation.
- It is also learnt that the overwhelming demand for the products also makes it difficult to keep the pace between demand and supply.
- Technology used in the production of products is traditional and as a result it does not facilitate in achieving optimum utilization of resources.

SUGGESTIONS:

- More advertising for areca nut product is necessary for market expansion.
- Organization can invest some money on R&D activities.
- Instead of accumulating the funds, organization can invest those in some profitable projects.
- There is a need to give proper training to the workers so that they can work for the betterment of the society
- Members loyalty is to be probably rewarded by ensuring stability in price and extending other facilities like transportation, credit etc.
- The organization is operating in North Canara district now. But the organization can think for expanding its operation to other areas with available funds.
- The branches of the organization have not been given much importance. TSS can push its branches also to a better performance level.
- Products of TSS can be marketed well by undertaking innovative marketing, advertising, and promotional activities.
- It should concentrate on getting better quality of areca nut from the farmers by educating them and providing them training on the same.

Conclusion:

The Totagars' co-operative sale society Ltd, Sirsi, popularly known as TSS was started with the objective to establish a good market for the product of the members. Society is working with the motto of "member's welfare". In recent years society is diverting its efforts into other fields also. The organization is running a hotel, a multi-specialty hospital, a Rice mill, medical store, super market and a luxury wedding hall. The areca nut processing unit is considerably contributed to our society to a great extent as it provides a lot of employment opportunities to the rural people.

TSS gives marketing facility to its members. The farmers will become nominal members by paying nominal fees and they can transact in the society. The organization deals mainly with Areca, cardamom, pepper and vanilla. Even though it

deals with various products the major portion of its dealing is with areca nut. TSS has 8% share of total production of Areca nut in Karnataka.

Based on the discussions made in the study, the overall performance of the society in the recent years is very good and is seen to be improving by the year. Compared to its past records it has a good control over the market and has been able to utilize the opportunities to topmost level.

To conclude, it had been a great learning experience in TSS. It helped to gain exposure about the operations, process and how the organization functioning in a real-life situation. It also helped to understand the role of each department and people in the organization success. Many co-operative bodies, which fail because of weak management, have lot many things to learn from TSS. It has good opportunity to expand its business with its loyal members, efficient management and strong financial base.

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Website - www.tssindia.in

Annexure



The Totgars' Co-operative Sale Society Ltd, Sirsi (U.K.)

consolidated Balance Sheet

Particulars	2018	2019	2020	2021	2022
Capital And Liabilities					
Authorized share capital	30,00,000	30,00,000	30,00,000	30,00,000	30,00,000
Paid-up share capital	23,55,500	25,93,600	27,46,000	27,88,200	28,20,900
Funds	1,00,90,17,681	1,07,62,42,776	1,23,05,19,546	1,39,44,88,079	1,44,66,46,981
Health scheme	77,64,755	1,44,53,522	4,13,55,675	6,18,38,924	6,66,72,760
Deposit	1,46,65,60,171	1,75,23,65,062	2,06,32,09,113	2,50,58,64,312	3,34,48,00,610
Asami account	69,80,43,731	1,75,23,65,052	96,81,32,733	1,37,04,24,888	1,63,63,95,008
Purchases account	2,25,91,268	2,85,29,514	2,47,42,387	89,19,399	1,09,78,884
Reserves	8,47,01,510	7,42,13,070	10,27,82,701	14,36,45,178	10,00,95,183
Loans	90,57,29,976	70,81,69,963	53,24,54,860	1,69,97,74,544	3,84,38,58,125
Other liabilities	4,13,99,943	4,92,46,341	5,28,43,457	8,12,27,184	13,32,91,725
Net profit as on 31/03/2020	2,05,50,589	2,10,25,392	2,15,70,347	2,20,61,616	2,24,51,935
Total	4,24,90,82,624	5,48,22,04,292	5,04,03,56,818	7,29,10,32,324	10,60,80,12,111
Properties and Assets					
Cash in hand	96,32,501	1,19,87,394	1,16,39,087	1,59,32,313	1,44,62,408
cash in bank	21,70,20,453	18,05,62,464	8,82,20,600	15,32,25,384	1,04,79,99,839
Short term deposits	49,94,14,499	39,50,17,176	39,20,41,697	15,15,42,394	14,30,66,697
deposits	18,54,26,810	27,67,02,736	32,46,15,787	34,84,82,587	41,61,11,293
Investment	94,75,970	1,29,39,560	1,47,77,718	1,84,22,650	3,37,58,876

Movable and immovable properties	27,94,69,765	34,45,05,275	39,86,76,578	41,03,81,340	53,88,41,767
Building work in progress	3,33,94,189	3,08,21,429	94,73,298	4,85,05,480	23,74,58,960
sites	89,08,864	89,08,864	89,08,864	36,29,689	4,72,13,832
Loans	1,31,04,36,387	1,57,36,98,474	1,99,57,81,370	2,69,24,78,502	4,17,23,91,828
Purchase a/c	58,56,00,821	59,54,50,879	74,30,20,538	1,30,65,32,971	1,45,02,42,963
Advances	6,59,19,830	9,70,17,311	9,22,22,884	21,60,49,903	45,08,74,603
Other assets	3,95,65,843	3,95,65,843	2,31,89,525	3,58,17,916	4,91,09,196
Value of closing stock	1,01,44,49,193	1,91,20,26,887	93,77,88,873	1,89,00,31,195	2,00,64,79,851
Total	4,25,87,15,125	5,47,92,04,292	5,04,03,56,818	7,29,10,32,324	10,60,80,12,111