

CHAPTER VII

CONCLUSIONS AND SUGGESTIONS

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I. CONCLUSION:-

Successful manpower planning is a result of effective recruitment and selection policy, sound training programmes, liberal transfer and promotion policy and giving rewards and punishments wherever necessary. The study involves various discussions with the respondents regarding same. Researcher in the study of “Manpower planning at Menon Pistons Ltd.” has arrived at following concluding remarks:-

- 1) Menon Piston limited has been following a very pragmatic policy right from the first stage of recruitment to higher positions. In MPL applications are invited after disclosing the job requirements and required educational qualification. Candidate's complete biodata with track record of academic achievements and practical experience is acquired by means of preliminary applications. Available applications are screened and candidates fulfilling the requirements of already set standards of organization are invited for interview.
- 2) In Menon Piston Ltd. the policy of the management is to recruit technically qualified persons, as they can pick up and imbibe the complexities of dynamic change in the manufacturing techniques, computerization, use of electronics and business in general.
- 3) In Menon Piston Ltd. on the whole selection procedure is viewed as quite good by the respondents. Management representative expressed that the question papers are designed in such a manner that the candidates are tested for subject knowledge and general knowledge. Some questions are framed in such a way that candidates of various streams should be able to answer correctly. Interview Committee is formed consisting of senior officers of the company. The interview committee takes into consideration marks of final year examination, marks of written test and performance in the interview. The merit list is prepared and candidates are selected.
- 4) Written test and oral interviews are conducted and candidates so selected as per merit list are taken for training or on probation.

- 5) Menon Piston Ltd. is adopting a quite systematic approach towards training and development. Since man is the most important factor, he needs to be trained, nurtured and developed for the success of industry. Fresh engineering diploma and degree holders are given classroom training and also on the job training so that they can verify and cross verify with what they have learnt.
- 6) One year training programme is so well masterminded, what all efforts are made to train the trainees to become versatile.
- 7) Looking at the present Indian industrial scenario, the human beings need to develop personalities and need to have good English. Lectures are arranged on personality development and regular classes are taken to develop written and oral communication and to improve English.
- 8) The atmosphere at Menon Piston Ltd. appears to be free and open as the trainees have enough freedom to enrich their knowledge, know practical things and plant the trees of career growth. Group discussion and case studies always provide good exposure to candidates. MPL has also taken strong steps for this.
- 9) Management efforts are directed towards development of a systematic and planned way of thinking and disciplined mind.
- 10) Promotion policy in MPL is based on merit and performance though weight age is given to seniority also. Total procedure adopted for promotion is systematically followed. Some of the deficiencies perceived by employees and suggestions made by them to improve promotion policy would be looked into by management. This is very symbolic of the open minded management Menon Piston Ltd. has.
- 11) Interdepartmental transfers at Menon Piston Ltd takes place in two ways—
One transfer by management for administrative convenience or to remove imbalance of more work and less persons.
- 12) In case of request from the employee for promotion, genuine cases are taken into consideration and wherever there is opening; such adjustments are made. Proper care is taken to see that transfers are not forced on persons.

13) One of the best features of promotion policy at Menon Piston is that there are internal promotions and very rarely outside persons are recruited at higher levels of management. This helps to create a sense of loyalty and belongingness towards the company. Bases of promotion are merit and performance. Some weight age is given to seniority also.

As it is said "Justice should not only be done but it should be seen to be done." This necessitated systematic and scientific study of human behavior, requirement of supervisory and managerial skills to man the job, future growth plans and preparing a schedule of manpower requirement to meet future needs.

II. SUGGESTIONS

Having put forth the upshot of discussions and analysis done in earlier chapters it is felt that few suggestions would further improve the atmosphere in Menon Piston Ltd. Even then there is a room for improvement. In the light of discussions with 100 respondents and management representatives and researcher's observations, few suggestions are put forward for kind consideration of management.

1. If the industry has to prosper and become competitive, the training and principle of American business community of Hire and Fire would work no more. The ideal approach is to increase productivity, production, improve quality and develop research activities. It is the Man who should be the central figure.
2. Attention towards scientific research and technology improvement cannot achieve the prosperity. Management of today's business must have a human face. This concept gave rise to shift the emphasis to manage the available human resources to its fullest capacities and develop the potentials of employees, for improving the overall performance and profits of the organization.
3. Trainees working on machine and in assembly section should be sent outside to attend related courses. But management feels that looking at excellent performance of them, there is no need of outside training.
4. One month duration for induction training is fixed after considerable deliberation and it is found that persons receiving training for the month are able to discharge their duties efficiently. But researcher suggested that induction training should be of two months.
5. Line managers should be given more guidance to develop confidence and handle the job.
6. Managers have suggested that trainees should be given an opportunity to work on machines. It is feared that they may interrupt production and lead to loss of production. But it is not advisable from trainee's safety point of view.

7. It is also suggested that during the period of training, trainees should be taken out to visit other factories also and organization should implement this diversified policy.
8. Classroom training should be given to all supervisors without exception.
9. With a view to make promotion policy more effective written examination should be conducted in respect of persons due for promotion.
10. Along with educational qualifications, weightage should be given to person's outputs and seniority.
11. As the candidate is not likely to give best of his during short period of an interview, more weight age should be given to performance.
12. Yearly report should be called from staff members because yearly performance report will give the details about the consistency of performance and achievements. This record can be better utilized for performance appraisal and promotion.
13. In the event of retirement and transfer, line of successors should be decided and weight age should be given to seniority and merit.
14. Structured suggestion scheme should be introduced for supervisory category and line managers. The staff may really have good workable ideas and practical suggestions. Official agency should be provided to route their suggestions on technical, non technical and general matters.
15. Productivity Improvement Group should be formed to discuss technological advances made in each group of company and effect transfers of that technology to other companies within Menon Piston group. One senior officer from each of the group company should be a member of this FIG. Bimonthly meetings should be held and the group should make a presentation once a year of their deliberations, achievements and performance before their Managing Director.
16. Small group should be started to solve technical problems, implement small ideas and to develop a sense of close cooperation and better interaction with other departments. It should be a group of 5 persons from each department. Manufacturing, foundry, quality control,

materials and servicing departments. They should meet once a week to discuss the problems, find amicable solutions and implement the decisions. This group should solve the problem by mutual discussion and accommodation. It should be an autonomous and self propelling group. Supervisor or manager fulfilling Small Group should brief seniors once in a month about the functioning, utility and advantages of the group.

17. Interview panel should comprise of besides interview committee members, heads of concerned as well as HRD departments for recruitment, probation and promotion.
18. Staff members attending training programmes ,seminars, workshops and lectures on the topics relating to manufacturing technology, productivity ,production, material planning ,cost reduction,budgeting, personality development and development of communication skills ect.should disseminate information and knowledge of new things and approaches to minimum five persons. Management should take feedback of this process continuously to assess the advantage derived from such management education programmes.Results of such programmes are not measurable and quantifiable.
19. The recent management techniques like Worker's Participation in Management could be implemented in order to give opportunities to employees to express their ideas.
20. Efforts should be augmented by organizing interdepartmental sports to develop smooth and strong inter departmental relationships.
21. Inspirational Video clips and movies like Lagaan,Chak De India,Lakshya could be shown to workers in order to boost the confidence among them. It will also help in developing the team spirit as well as improve individual performance at work place.
22. Following practices may be followed to develop more affinity towards the company and integrate the family members with the operation of the company.

- ✓ Family get together and Family Day consisting games, sports, competitions, cultural and variety entertainment programmes with a valedictory and prize distribution function.
- ✓ Wedding gifts of appropriate nature should be presented on the occasion of newly married couples.

Management of Menon Pistons Ltd. is taking pragmatic approach and progressive attitude. However it is true that no one is perfect and there is always a scope to do some thing innovative and try something which will help to create more congenial atmosphere, boost morale of the employees. These suggestions will go along way to improve productivity, motivation levels and general atmosphere.