

: A P P E N D I C E S :

1. Questionnaire - For employees (including
clerks) other than
supervisors and above
- For supervisors and above

2. B I B L I O G R A P H Y

Chh. Shahu Central Institute of Business Education
and Research, Kolhapur

A Study of Manpower Management.

Questionnaire for M.Phil. Dissertation.

Name of Student : Jiwraj D.Sawale.

Name of Research Guide : Prin.Dr.P.S.Rao.

(For the use of employees (including clerks) other than
Supervisors and above)

1. Personal Data :

- a) Name : ----- b) Age : -----
c) Education : ----- d) Designation : -----
e) Department: ----- Ticket No. -----
Original Shift A,B,C.
f) Length of service in present job : -----
g) Total length of service :----- h) Mother tongue ---
i) Dist.from mill to house ----- j) Sex:Male/Female.
k) Religion :----- l) Caste :-----
m) Married / Unmarried. n) No.of dependants:-----
o) Habits: like Cinema, Hotel, Tobacco, smoking, Drink,
Gambling, Lottery etc.
p) Income from : Wage / Salary (Monthly) Rs. -----
Other Source Rs. -----
q) Loan from : Co.op.Society Amt.----- Instalment -----
Rate ----- Private agencies Amt. -----
Instalment ----- Rate -----
Other institutions Amt.----- Instalment -----
Rate -----
r) Monthly family expenditure Rs. -----

2. Recruitment and Selection :

- a) Through what sources you were employed on present job ?
Employment Exch./Advertisement/On gate/ITI/Friends and
Relatives/Casual callers/Apprenticeship Scheme/Employee
Recommendation/Union Recommendation etc.

4. Salary and Wage:

- a) Do you know how your wage/salary is calculated ?
on piece rate/ Time rate.
- b) What are earnings of last month ? Rs -----
- c) What are deductions ? Rs. -----
- d) What is the rate of your annual increment ?
- e) i) Are you satisfied with your present Wage/Salary ?
Yes/No.
- ii) If not, what are your expectations ? -----
Why ? -----

5. Promotion :

- a) Do you have promotions in department ? Yes/No.
- b) If Yes, i) What base is used for promotions -
1) Merits (Ability, Hardwork, Loyalty)
2) Seniority
3) Merit cum seniority
4) Neither of above.
- ii) Whether promotions or upgradations are
announced and invited to interested ? Yes/No.
- c) What is your opinion about promotion or upgradation
procedure ? Satisfactory/Unsatisfactory etc.
- d) Do you expect any growth in present position ? Yes/No.

6. Grievance Settlement Procedure:

- a) According to you, what are major grievances in order of
seriousness - 1) Leave
2) Weekly Offs
3) Transfer
4) Shifts working hrs.
5) Promotions
6) Wage/salary, allowances etc.
7) Heavy work
8) Discipline
9) Working conditions
10) Any other.

- b) (1) How do you communicate your grievances ?
Write formally/Approach personally/both.
- (2) Who are the persons to whom you approach for your grievance ?
- (3) Who are the persons who help you in solving your grievances ? (a) Supervisor
(b) Head of the Dept.
(c) Labour officer or
(d) Union Representatives.
- c) What is your opinion about grievance settlement procedure ?
1) Simple - Yes / No.
2) Takes more time - Yes / No.
- d) Do you feel free to say what is in your mind when talking to your boss ? Yes / No.
- e) Would you suggest any improvement in the procedure ?

7) Disciplinary Procedure :

- a) How do you come to know the rules of discipline ?
Notice Boards/Pamphlets/Hand Book/Circulars/
Trade Unions/Higher Officials/Supervisors/
N.G.Warta/Any other way etc.
- b) What action is taken against misconduct ?
Oral warning/Written Memo/Show Cause Notice/
Suspensional/Dismissal/Fine tc.
- c) What do you think about disciplinary actions in your Mill ?
- d) 1) Was Charge-sheet filed against you for -
abuse, sleep, absence without leave, disobedience,
less work, damage, theft, fraud, drink, mistakes etc.
- 2) If yes, what was the nature of action taken ?
Oral warning, written memo, show cause notice,
suspensional, dismissal or nothing.
- 3) Whether you have been given -
Sufficient time to explain
Sufficient time to prepare defence
Full opportunity to cross-exam. witness.
- 4) Have these actions affected discipline in any way ?
Yes/No

8. General :

- a) (1) Whether your superior behaves with you cordially ?
Yes/No.
- (2) Does he attend to your day today difficulties/
Problems/Grievances on your work and help you or guide
you properly ?
Yes/No
- b) Does management give credit for the work done ? Yes/No.
- c) Do you think that management makes any difference
between Union and non-union workers ? Yes/No.
- d) What are your opinions towards -

<u>Satisfactory</u>	<u>Unsatisfactory</u>
---------------------	-----------------------

- | | |
|----------------------------|---|
| 1. Canteen | : |
| 2. Rest Room | : |
| 3. Lunch Room | : |
| 4. Uniform & Washing Allow | : |
| 5. Co.op. Societies | : |
| 6. E.S.I. | : |
| 7. Bonus | : |
| 8. N.G. Warta | : |
| 9. Grain Shop | : |
| 10. Sitting arrangement | : |
| 11. Sports | : |
| 12. Sanitation | : |
| 13. Drinking water | : |
| 14. Cloth Shop | : |

- e) What do you think about the Managements attitude towards
workers ?

Date:

Signature

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(For the use of Supervisors and above)

PART - 1

Estimation of Requirement

- 1.1 Are requirements estimated (forecasted) for (1) Whole Organisation or (2) Department ? or (3) Both ?
(Tick if yes)
- 1.2 What method is followed for estimating manpower requirements ?
 1. Job analysis
 2. Requirements from departments or
 3. Past experience or guess and opinions.
- 1.3 What is length of forecasting period ? 1, 2, 3, 4 or 5 yrs.
- 1.4 Are personnel policies in writing (booklet) in your mill ? Yes / No
- 1.5 Is there manning table (staffing schedule) prepared in your mill ? Yes/No
- 1.6 Do you notify vacancies ? Yes/No
- 1.7 If yes what classes of vacancies do you notify ?

PART-2

Recruitment and Selection

- 2.1 What policy of recruitment is followed in your organisation ?
About:- Minority % or number etc.
Sex-Discrimination/No Discrimination
Age Composition (between)
Workers from to yrs.
Supervisors from to yrs.
Clerks from to yrs.
Officers from to yrs.
Regions - as to city district, state or inter state
etc. limits - Yes / No.

2.2 From what external sources you take your

- 1) Workers
- 2) Supervisors
- 3) Clerks
- 4) Officers

2.3 Do your organisation held any tests while selecting ?

	<u>Workers</u>	<u>Supervisors</u>	<u>Clerks</u>	<u>Officers</u>
Job test	Yes/No	Yes/No	Yes/No	Yes/No
Interview a) Oral	Yes/No	Yes/No	Yes/No	Yes/No
b) Written	Yes/No	Yes/No	Yes/No	Yes/No

2.4 Do you think above tests are successful to serve the purpose ? Yes / No

2.5 What factors or characteristics do you take into consideration at the time of selection ? (Please give details)

PART -3

Training / Development

3.1 Are there any organised training at the time or soon after recruitment ? Yes / No

3.2 (a) Do you have mills apprentice training programme ?
Yes/No

(b) If yes what is period and pay ? Period.... Pay Rs....p.m.

(c) How many trainees are absorbed every year ?

3.3 Is there any special training for supervisory staff ?
Yes/No

3.4 (a) Are there any development programmes for managerial Staff ? Yes/No

(b) If yes what are they ? Please give details (about duration what is taught etc.)

3.5 Is training evaluated ? Yes/No

3.6 (a) Whether trained employees are given any benefits ?
Yes/No

(b) If yes, what is the nature of benefits ?

3.7 Do you train employees off their jobs ? Lecture, motionpicture, Exhibitions etc.

PART-4

- 4.1 When were pay scales fixed and revised ? Monthyrs...
- 4.2 On what basis pay scales were fixed ?
- 4.3 Is there any demand pending on the part of workers Or Unions for any further revision ?
- 4.4 What is the rate of bonus paid in last year ?
- 4.5 What is mode of payment of pay and time of pay ?
- | | | |
|-------------|-----------------------|-----------|
| for Workers | Cash/Cheque/Bank etc. | date |
| Clerks | -do- | -do- |
| Supervisors | -do- | -do- |
| Officers | " " | " " |
- 4.6 Do you feel present structure of pay to get optimum use of human resource is the best ? Yes/No

PART 5Promotion

- 5.1 What is policy of promotion ? Within/Outside/Both
- 5.2 What are routes of promotion or up gradation within organisation or your dept. ? (Please give routes in details)
- 5.3 While promoting within the organisation what base is used ?
- | | | | | |
|------------|----------------|---------------|--------------------|----------------|
| <u>For</u> | <u>Workers</u> | <u>Clerks</u> | <u>Supervisors</u> | <u>Officer</u> |
| Seniority | | | | |
| Merit | | | | |
| Both | | | | |
| Any other | | | | |
- 5.4 How many promotions are given during 1985 ?
- WorkersClerks....Supervisors.....Officers.....
- 5.5 Is definite responsibility fixed for selection for promotion ? Yes/No
- 5.6 Do you announce and invite interested to apply for promotion ?
- 5.7 Do you prepare employee through training for promotion ?
- Yes/No
- 5.8 What is your experience of selecting within organisation for higher posts ? V.Good/Good/Poor.

Remarks

- 1) Name
- 2) Education
- 3) Department
- 4) Designation

Date:

Signature

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