

CHAPTER - I

SELECTION OF THE TOPIC

" A STUDY OF MANPOWER PLANNING AND RECRUITMENT PROCEDURE IN MENON AND MENON PRIVATE LIMITED , VIKRAMNAGAR, KOLHAPUR - 416 005. "

1.1 INTRODUCTION :

Manpower is a key economic resources and the scarce one. It therefore, demands the same attention that a company gives to planning sales, investment or profit. It is the fact that number of business organisations paying attention towards manpower planning and proper recruitment. For the company the returns from manpower planning can be measured in terms of higher efficiency and productivity as a result of better utilization of labour force and the elimination of waste in recruitment, training and personnel schemes the benefits to the individual employee and to the country are not less important.

It is clear that a company can not hope to forecast accurately its future manpower requirements unless these are related to future production and sales levels. The best results, therefore, achieved when a company has integrated manpower planning with overall corporate or long-range planning. The

manpower planner's function as part of the overall planning team is basically two-fold, to interpret key forecasts for production and sales in terms of manpower requirements, and to indicate the manpower constraints if any, on company policy for the future.

It is usually possible to identify within the manpower planning process three parts which are complementary to one another. The first consists of the careful and systematic examination of the company's existing labour force. The second part of the actual forecasting element is concerned with the quantitative and qualitative assessment of future manpower needs. The third part, manpower planning proper, consists of the policies, plans or programmes, that are based on the results of the proceeding exercises. The actual methods of forecasting vary from simple guesses or hunches about the future to complex mathematical models expressing the relationships between manpower levels and other business variables. But there is no one best method the quality of statistical data and expertise available, and the degree of accuracy or details, required, will usually determine which method can or should be used. Perhaps the most widely practised method of forecasting, particularly for direct workers i.e. operatives is to protect the

standards established by work study exercises against predicted work loads. This is evidently due to widespread adoption by progressive companies of work measurement techniques for determining piece work rates.

Four points need to be emphasised about the forecasting methods discussed in this dissertation. First no company can blindly accept evidence resulting from mechanical forecasting methods. There is always room for the subjective or initiative assessment which the experienced manager can provide. Secondly, in manpower forecasting, as in any other form of forecasting it is essential to recognise the wide range of possible levels of demand for manpower, than of a single "correct" estimate. Thirdly though the different methods are presented as through they were alternatives, in practice a single company may wish to use two or more of them in different circumstances as a check on one another.

Finally, it is abundantly evident that everything depends on the accuracy of the sales and output forecasts and the soundness of the calculations of turnover and wastage. The first task of the company must therefore be to ensure that these estimates are as reliable as possible.

The majority of companies seem to regard five years as the longest period over which it is realistic to forecast. Beyond that period demand is usually unpredictable, or the probability of error too large to support any commitments, while a lead time of this length permits most organisations to make the plans necessary to solve or avoid manpower problems.

But the length of forecasting period should always be tailored to the particular characteristics of the group or skill for which forecasts are being prepared. In principle there is little point in adopting a forecasting period longer than needed to allow remedial action to be taken.

All departments have an interest in manpower and therefore the preparation of forecasts calls for across the board consultation and discussion between the line and staff managers, just as important is the need for consultation with employees and their representatives. Manpower planning is unlikely to be successful unless the line communication between management and trade unions is in good report. Forth both these reasons, it is essential to identify clearly the manager responsible for manpower forecasting and planning. In the smaller firm, this task can usually

be combined with other functions. But the larger firm the greater the need for a separate organisation or unit with specific responsibilities for controlling and co-ordinating manpower planning. Needless to say top management backing is essential.

Finally, manpower planning is a continuous process, and companies which treat it as a equinquinnial-choral will be deeply disappointed. Even the most carefully calculated forecasts are liable to be overtaken by unforceable changes. A system of adopting plans to these changes, with as little delay as possible, is as an essential part of manpower planning. Indeed one might say that it is the essential of a well conducted enterprise.

Recruitment is the first step in industrial employment and subsequently the ultimate success or failure of such employments depends in a lart scale upon the methods and organisation, by means of which the workers are brought into the industry. If the workers in any undertaking are not recruited in accordance with some systematic, proper and judicious manner, most of them are likely to be found inefficient, and quite unfit for the jobs, allocated to them. It will hinder production which in turn

means a substantial loss to total output. Such lack of adjustment between the worker and his job is often responsible to a certain extent for some part of the prevailing high magnitude of labour absenteeism and labour turnover. It is therefore, highly desirable that scientific principles of labour administration be applied in recruitment of workers particularly, in country like India, which is going ahead on the path of industrialisation.

#### 1.2 OBJECTIVES AND PURPOSES OF STUDY :

In short I have kept following objectives for the purposes of study.

1. To know the present technique of manpower planning and development in the organisation.
2. To know the personnel policies and procedure followed in recruitment, selection, placement, transfers, promotions and development of personnel and
3. To suggest new measures wherever necessary in the field of above said subject concerned with personnel management.

### 1.3 METHODOLOGY :

#### 1. Selection of Unit :

I have selected " MENON AND MENON PRIVATE LTD." Vikramnagar, Kolhapur-416 005, as the unit to study the manpower planning and recruitment procedure.

#### 2. Selection of period of time :

A period of five years from 1981 to 1985 is selected for the study.

#### 3. Sources of Data Collection :

The data required for study are collected from the various sources. i.e. the records maintained in the personnel department of the company.

The records available were :

- a) Muster Roll
  - b) Manpower trend Record 1981 to 1985
  - c) Personnel Policy Statements 1981 to 1985
  - d) Records of recruitment advertisement.  
(i.e. applications, record of interview, written test, call letters etc.)
- ii) Production budgets from 1981 to 1985
  - iii) Interviews of personnel Officer, Chief

Executive and other persons from personnel department of the company.

#### 1.4 LIMITATIONS OF THE STUDY :

Since the study is undertaken as part of the fulfillment of the degree course of Master of Philosophy in Commerce. I have limited it to only one unit in the engineering industry.

Further since the dissertation is required to be submitted to the University within a prescribed period of time, the period of study is limited to five years from 1981 to 1985.

The scope of study is restricted of manpower planning procedure and recruitment of ordinary labour to officers engineers and technical personnel.

Another main difficulty in conducting the study was the records required. The records about personnel are not kept systematically and there is no proper organisation of the records.