: APPENDICES:

2. BIBLIOGRAPHY

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

A Study of Manpwer Management.

Questionnaire for M.Phil. Dissertation.

Name of Student : Jiwaraj 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 Date : 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 :----- 1) 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. _____

Recruitment and Selection : 2.

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.

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- b) Did you have any previous experience or knowledge of work before your selection ? Yes/No.
- c) Did you undergo any Interview

Written Test

Selection Test

If yes, what were you asked ?

- d) After how many years of working as Badli or Trainee
 you were made permanent _____ Yrs.
- e) What do you think about recruitment and selection procedure in your mill ?

3. Training:

- a) i) Did you undergo any Special Training Apprenticeship Probation Job Training Re-orientation etc.on selection?
 - ii) If yes, what was duration and how it was imparted ? Duration ----- Method -----
- b) Do you think that training given to you is sufficient to perform your job ? Yes / No.
- c) What benefits you got from your training ? Special increment/Special increment with higher grade/ Special increment with promotion/Regular increment with higher grade/No benefits.
- d) Since training is there any improvement in your work ? Work increased/Waste reduced/Not known.
- e) Do you expect training for further promotion ? Yes/No.
- f) Have you undergone the training of workers education Scheme ? Yes/No
 - ii) What knowledge did you get in W.E. ?
 - iii) Do you think the W.E.has helped you to improve your performance in work and develop your personality ? Yes/No.
 - iv) What are your views on W.E. ?

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 ? Cral warning/Written Memo/Show Cause Notice/ Supensional/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 ?

8. <u>General</u>:

- a)(1) Whether your superior behaves with you coordially ? 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 -

Satisfactory Unsatisfactory

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 ? CHH.SHAHU CENTRAL INSTITUTE OF BUSINESS EDUCATION & RESEARCH KCLHAPUR

A Study of Manpower Management

Management Questionnaire for M.Phil.Dissertation. Name of Student : Jiwaraj D.Sawale.

Name of Research Guide Prin_Dr.P.S.Rao.

(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 quess and opinions.
- 1.3 What is length of forecasting period ? 1,2,3,4 or 5 yrs.
- 1.4 Are personnel policies in writing (book let) 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 recuritment is followed in your
organisation ?
About:- Minority % or number etc.
Sex-Descrimination/No Descrimination
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 ?

		Workers	Supervisors		Officers
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 considerat--tion at the time of selection ? (Please give details)

<u>PART -3</u> 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 supervisary staff ? Yes/No
- 3.4 (a) Are there any development programmes for manegerial Staff ? Yes/No
 - (b) If yes what are they ? Please give details (about duration what is tought 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 ? Letture, motionpicture, Exibitions etc.

PART-4

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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 furthercrevision ?				
4.4	What is the rate of b onus 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 -dodo-				
	Supervisors -dodo-				
	Officers "" -" -				
A 6					
4.0	Do you feel present structure of pay to get optimum use				
	of human resource is the best ? Yes/No				
	PART 5				
	Promotion				
5.1	What is policy of promotion ? Within/Outside/Both				
	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 ?				
-	For Workers Clerks Supervisors Officer				
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	Seniority				
	Merit				
	Both				
	Any other				
5.4	How many promotions are given during 1985 ?				
	WorkersClerksSupervisorsOfficers				
5.5	Is definate 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					
	where to Note experience of serecting attuint Oldentsection				

5.8 What is your experience of selecting within organisation for higher posts ? V.Good/Good/Poor.

PART-6 Disciplingry_Procedure_

- 6.1 What is disciplinery Procedure in your mill ?
- 6.2 What are major causes of indiscipline in your mill ?
- 6.3 Who acts as : 1) Disciplinary Authority.....
 - 2) Penalising Authority
 - 3) Enquiry Officer
- 6.4 What type of penalty (action) is imposed to employees for indiscipline ?
- 6.5 Have these actions (penalties) affected discipline in any way ? Yes/No
- 6.6 Would you suggest for maintaining discipline ?

PART 7

Grievance Settlement Procedure

- 7.1 What is grievance settlement procedure in your department or organisation ?
- 7.2 What are the major grievances according to you in order of seriousness ?
- 7.3 How do you communicate your grievances ?

Approach Personnaly/Write Formally/Both

- 7.4 How your sub ordinate communicate his grievances ? Approach Personnaly/Write Formally/Both
- 7.5 Whether majority of grievances of workers are Factual/Bogus/Immaginery(lack of know) ?
- 7.6 Would you suggest prevention of grievance ?
- 7.7 Would you suggest improvement in grievance settlement ?

PART 8

General

- 8.1 Does your organisation have manegerial organisation chart. showing the relationships, of major executives and departments ? Yes / No
- 8.2. Is this chart available to all major and minor executives ? yes/No

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Remarks

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

Date:

Signature

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