CHAPTER I

SELECTION OF THE TOPIC

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C H A P T E R-"I"

SELECTION OF THE TOPIC

" A STUDY OF MANPOWER PLANNING AND RECRUITMENT PROCEDURE IN MASCHINENFABRIK POLYGRAPH (I) LIMITED, M.I.D.C., SHIROLI, K O L H A P U R."

1-1. INTRODUCTION :

Man power is the key economic resources.Man-power Management is basically concerned with having right type of people available as an when required.Man power Management starts with Manpower Planning.This is - necessary to forecast the need of manpower.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 utilisation of labour force.

Manpower Planning involves the process by which Management determines how an organisation should move from the current manpower position to its desired man-power position.Manpower Planning is supply and demand calculation.

Basically,manpower planning involves a locating " a job for a man " as well as preparing " a job for a man ". The term manpower could be equated with "Labour" in the sense of factor of production.In this case, manpower can be understood to mean "Personnel" or "Employees". Sometimes the term manpower is used to mean the total quantitative and qualitative human asset of a country.In this sense,the manpower means the power of man,both in terms of size of the population and the talent and educational levels in that population.As a man,he is constantly able to change,to grow and to - enlarge his value.

It is usually possible to identify within the manpower planning process three parts which are - complementary to one another.The first consist as the careful and systematic examination of the company's existing labour force.The second part the actual forcasting element is concerned with quantitative and qualitative assessment of future manpower needs.The third part,manpower planning proper,consists of the policies,plans or programms,that are based on the - results of the proceeding exercises.The actual methods of forecasting very from simple guesses or hunches - about 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 forcasting 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 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 calculations of turnover and wastage.The first task of the company must there--fore be to ensure that there 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 failured to the particular charactristics of the group or skill for which forecasts are being prepared. In principle,there is a 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 - accross 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.

Finally,manpower planning is a continuous process, and companies which treat it as a equinquinnialchoral will be deeply disappointed,Even the most careful calculated forecasts are liable to be overtaken by unforcable 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 large 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 magniture of labour absentism and labour ture over.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 Industrálisation.

1-2. OBJECTIVES AND PURPOSE OF THE STUDY :

In short I have kept following objectives for the purpose of the 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.

(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'Maschinenfabrik Polygraph (India) Limited' M.I.D.C.,Shiroli,Kolhapur 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 subject.

(3) Sources of Data Collection :

The data requred for the 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) Employment Register.
(d) Personnel Policy Statement 1981 to 1985.
(e) Production Budget from 1981 to 1985
(f) Record Showing Turnover of the Company from 1981 to 1985.
(g) Interview of Personnel Officer,Production

Officer and other persons from personnel Department.

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 kept 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 the study is to the extent of manpower planning procedure and recruitment of ordinary labour to officers, engineers and technical personnel.

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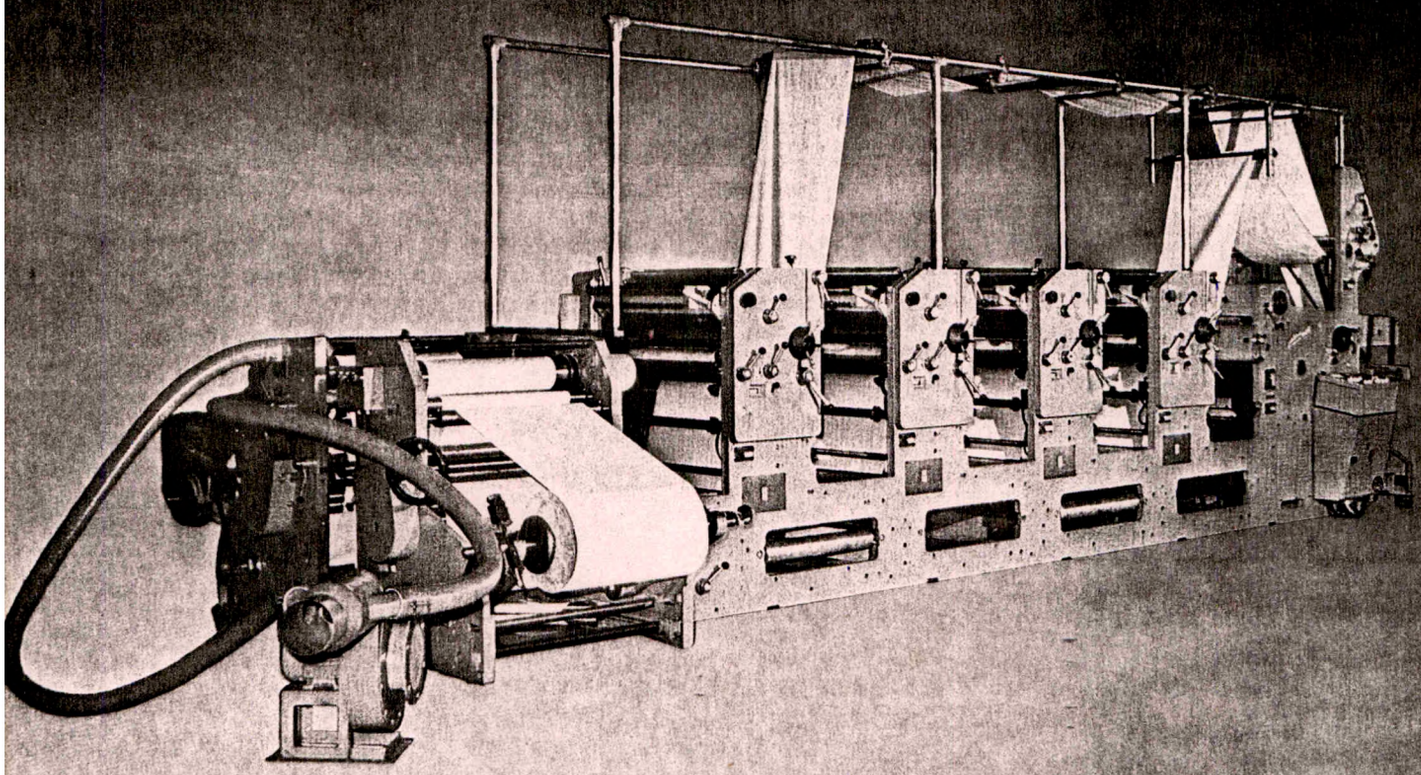

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