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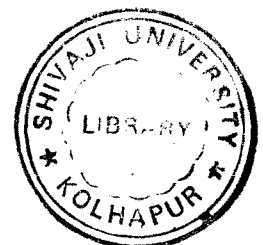
CHAPTER NO. I

RESEARCH DESIGN AND METHODOLOGY

SELECTION OF THE TOPIC - A STUDY OF MANPOWER MANAGEMENT

IN RAJARAMBAPU PATIL SAHAKARI SAKHAR KARKHANA LTD. RAJARAMNAGAR

- I) IMPORTANCE OF THE STUDY
- II) OBJECTIVES OF THE STUDY
- III) SCOPE OF STUDY
- IV) DETAILS OF DATA COLLECTION
- V) LIMITATIONS
- VI) PROCESS OF MANPOWER PLANNING



## RESEARCH DESIGN AND METHODOLOGY

### 1. IMPORTANCE OF STUDY :

This project undertakes a comprehensive study of 'Analysis of Manpower, management in Rajaram Babu Patil Sakhar Karkhana Ltd., Rajaramnagar.

'Manpower' or 'Human Resource' may be thought of as the total knowledge, skills, creative ability, talents and aptitudes of an organisation's work force as well as the value, attitudes and benefits of an individual involved. Of all resources of the output, the most important is human resources utilised to the maximum possible extent in order to achieve individual and organisational goals. An organisation's performance and resulting productivity are directly proportional to the quantity and quality of its human resources.

Manpower planning is defined as the process by which a management determines how an organisation should move from its current manpower position to its desired manpower position. Through planning, a management strives to have the right number and right kind of people at the right places, at right time to do things which result in both organisation and the individual receiving the

maximum long range benefit.

Manpower planning is a double-edged weapon. It helps maximum utilisation and reduces excessive labour turnover and high absenteeism, improves productivity and aids in achieving the objectives of an organisation. It is necessary for the following reasons -

- a) To carry on its work with necessary qualification, skills knowledge, work experiences and aptitude for work.
- b) The vacancies are created due to retirement, death and disablement and these vacancies have to be filled up with appropriated candidates.
- c) The objectives of Executive development are -
  - i) They can do their present job effeciently.
  - ii) Shoulder higher responsibilities arising out of promotions.
  - iii) Change in Technology has to be copied up with.
  - iv) Executives are the assets of the organisation.

## 2. OBJECTIVES OF THE STUDY .

The study will be useful for the company's manpower planning, Manpower planning as strategy for the acquisition, utilisation, improvement and preservation of an enterprise's

manpower. It relates to establishing job specifications of the quantitative requirements of jobs determining the number of personnel required and developing sources of manpower.

Therefore the objectives of the study can be summarised as follows :-

- a) Forecasting future manpower requirements.
- b) Making an inventory of present manpower resources and assessing optimiey.
- c) Anticipating problems by projecting and comparing them between present and future requirements.
- d) Planning the necessary programmes of rquirement, selection, training, development, utilisation, transfer, promotion, motivation and compensation to ensure that future manpower requirements are properly met.
- e) To study the present position of training and to find out the areas in which training division is facing problem.
- f) To see the effectiveness of training programmes.
- g) To give suggestions for the further improvement of the situation.

3. SCOPE OF STUDY :

The study of manpower management is very wide and comprehensive. This dissertation is on 'Analysis of Manpower, Rajaram Bapu Patil Sahakari Sakhar Karkhana Ltd. Departments in the organisation covered for the study are as follows :-

Alumina production, Alumina R & D. Potroom, Casting plant, smelter R & D, Carbon plant, Machine shop, Traffic, Accounts, Purchase, Research and Development centre.

Persons contacted are all the Heads of the Departments for taking permission for interviewing and to obtain information regarding the particular department. Personnel Manager and HRD Manager regarding Training. For the purpose of study interviews were held with 50 workers. 15 Executives were also interviewed to know the actual position in the Karkhana about Executive Development.

The summer placement was of 50 days from 29th May 1992 to 16th July 1992 during which period this data required for the project was collected.

4. DETAILS OF DATA COLLECTION :

UNIT OF STUDY -

Rajaram Bapu Patil Sahakari Sakhar Karkhana Ltd.



DURATION OF DATA COLLECTION :

The duration of data collection was commenced from that consisting 5 to 6 Months.

METHODS USED FOR DATA COLLECTION :

Both primary and secondary data was used for data collection.

SOURCES OF DATA :

- a) Primary data was collected by informal discussions held with the Departmental Heads. Personnel Manager and HRD Manager.
- b) The data related to workers was collected by conducting the interviews of the workers. A structured interview was conducted with the help of open and as well as closed and schedules.
- c) Researchers personal observations during 50 days training in the organisation, during which she attended training programmes for the Executives.
- d) Secondary data was collected by referring to records and documentations. The books and testimonials of INDAL Library were also referred for this purpose.

METHODS OF DATA COLLECTION :

- 1) Study of the personal records of the employees kept by the organisation.
- 2) Study of the working of the organisation through informal discussions and organisational bulletins.
- 3) Informal discussion with the executives and the staff.
- 4) Reading of various books and periodicals whose names are given in the bibliography.

MANNER OF ANALYSIS AND PRESENTATION OF DATA :

The necessary information was first gathered through putting question. Schedules were prepared regarding question on training and development for the workers. The interviews were held by adopting stratified method of sampling and also accidental sampling. The sample size of the workers was 50.5 members from each of the departments were interviewed.

Questionnaire was prepared for people in management cadre. Sample size was 15 employees. Department managers and superintendents were interviewed through stratified method of sampling. Accidental method of sampling was made use

of. The data collected by observation, interviews and discussions was tabulated, analysed and interpreted in a systematic manner.

5. LIMITATIONS :

Since this Disseratition is the outcome of inplant taining, time is an important factor. Within the period of 5 to 6 months time, it became difficult to collect the primary data as well as secondary data. The difficulties were more prominent while collecting primary data.

PROCESS OF MANPOWER PLANNING :

The study of manpower system at the level of undertaking calls for the study of two important things viz manpower demand and manpower supply. However, before a meaningful planning is done it is important to understand the basic Karkhana objective.

Determination of the objectives of the firm is very important. The Karkhana is objective should be clearly defined. It will not any good to state the objectives in non-so-clear terms as they fail to provide any direction to the Karkhana.

1. MANPOWER DEMAND FORECASTING :

Manpower demand forecasting at Micro-level could be done in either of the two ways i.e. by ascertaining the total manpower requirement for the entire enterprise for a given period and then estimating requirements of each unit, division or department, or alternatively first determine the manpower requirement of each department and subsequently make a total projection.

Although a large number of forecasting techniques are available to a manpower planner, all forecasts have at least three common elements. First, all such forecasts deal with future and therefore, the futurity of forecast must clearly spell out the time period for which such forecasts are made. Second as forecast is made for future it involves a certain degree of uncertainty. Thus same errors in forecasting must be envisaged. Third, as all forecasts draw its basic input from historical data, it is quite possible to find it difficult in separating the relevant information from the tremendous amount of data available.

Nevertheless, even when such projections are rudimentary, it is useful to have this information, simply because business decisions are going to be made even in the absence of such information or planning. Thus, even if the planning is done at a rudimentary level, it will help enhance the qualities of the decision made.

## 2. MANPOWER SUPPLY FORECASTING :

Once the demand is estimated, the planner's next attempt should be to study the manpower supply. This would include both the internal supply (effected by promotion and transfer and external supply study of the labour market).

There are many activities which give significant information on which the manpower planner builds his supply plan.

- a) The manpower inventory sets out what the enterprise has in the stock or can expect to have in stock in future. Comparison of this data, against the requirement gives us an immediate picture of the shortfall.
- b) Appraisal of the existing performance level tells us the present level of manpower utilization.

c) Assessment of labour market situation tells us the availability of the required manpower, from which the planner may like to draw to argument its manpower resource.

### 3. MANPOWER INVENTORY

If the manpower planning is to be realistic then it must be based on a sound foundation of factual information. Thus the planner must have as clear picture as possible of existing staff. The manpower inventory provides a clue to the planner.