CHAPTER - VIII

CONCLUSION AND SUGGESTIONS

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CHAPTER - VIII

CONCLUSION AND SUGGESTIONS.

SECTION - I

In last seven chapters we have discussed seven aspects of manpower planning at KBL. Now it is time to conclude the discussion.

Manpower planning and human resource management have assumed great importance during the last two decades or so. Japanese have made a tremendous contribution in making the industrial business world realise that human beings can play a key role in the national development. If the industry has to prosper and become competitive the thinking and principle of American business community of'Hire and Fire' could work no more.The ideal approach to increase production,productivity,improve quality and develop research activities,it is the 'MAN'who should be the 'Central Figure'.Attention towards scientific research and technology improvement cannot achieve the prosperity. The whole business activity should revolve around ''MAN''.Among three 'Ms',material,money and man,man is most important.MANAGEMENT of Modern business has to have human face. This concept gave rise to shift the emphasis to manage the available human resources to its fullest capacities and develop the potentials of the employees for improving the overall performance and profits of the organisation.

As it is said'Justice should not only be done but it should be seen to be done.'This necessitated systematic and scientific study of human behaviour, requirement of supervisory and managerial skills to man the jobs,future growth plans and preparing a schedule of manpower requirement to meet future needs

KBL has been following a very pragmatic policy right from the first stage of recruitment to higher promotions.In KBL the applications are invited after disclosing the job-requirements and required educational qualifications. Candidate's complete Bio-data with the track record of academic achievements and practical experience is acquired by means of preliminary applications.Available applications are screened and candidates fulfilling the requirements of the already set standards of the organisation are invited for interview.Written test and oral interviews are conducted and candidates so selected as per merit-list are taken for training or on probation.Induction training and suitable job training are given to the candidates and after successful completion of training,they are posted to the positions to discharge specified duties and responsibilities.Over a period of time,promotions are given after considering candidate's overall performance.

Kirloskar Brothers Ltd.,kirloskarwadi is the largest private sector company in India,manufacturing pumps, valves and machine tools and thus enjoying the position of a leader in fluid-handling equipment in India.Though Kirloskar family started business on a very small scale in 1888,it really started its activities from 1920. KBL has stood to the test of time,as it passed through successfully from setbacks of 1930'S world depression, early 1950'S depression and competition from overseas and Indian manufacturers.

Financial structure of the company has been sound,the reserves showing a substantial rise of an average 62 percent per annum over the last five year period. Figures of current assets and current liabilities show a very comfortable

position,during the period of last five years (1988-89 to 1992-93), sales rose by 143.50 percent and exports shot up by 431.10 percent.These are excellent achivements. This was achieved by reducing total manpower,as the emphasis was on automation,labour saving devices,mechanization,etc.

This study is mainly empirical in character and is based on data collected through personal interviews of 98 supervisory and managerial persons and management representatives like Vice-President(KBL Kirloskarwadi),Associate Vice President (Materials and Administration), Associate Vice President(Engineering)and Senior Executive(Industrial Engineering and services). Few facts from the records of the company were also taken. A fifteen percent stratified purposive sample from a population of 611 supervisory and managerial persons, was taken.

KBL practises streamlined,time tested policy of recruitment. Candidates are carefully selected by means of preliminary campus interview,written test and interview. Selected candidates are given intensive training and on successful conclusion are placed on substantive posts. Staff members are satisfied with the recruitment and selection procedures.

Training by way of in-house training programmes is very systematically given to make the staff versatile and able to discharge their duties competently.

Seminars and lectures are organised, work-shops are conducted and staff members are deputed to other institutes to attend training programmes.

Transfer policy is open and staff member's inclination,requests are taken into consideration and personal

domestic problems are viewed with compassion and satisfactory solutions are found.

Promotions at KBL are mainly on merit and performance but some weightage is given to seniority also. One of the best features of promotion policy at KBL is that there are internal promotions and outsiders are not generally appointed to senior positions.This has contributed immensely to develop a sense of belongingness to the company,amongst the staff members.

Policy of rewards to staff is based on outstanding achievement and performance. Penalty procedure is quite fair and transparent. Management views this as a curative measure to prevent future mistakes and spread an indirect message to all, that mistakes due to negligence, irresponsibility and carelessness are firmly dealt with.

It can be concluded that KBL with its dynamism and progressive out-look is poised for excellent future growth.

SECTION - II

SUGGESTIONS

Having putforth the upshot of discussion and analysis done in earlier seven chapter, it is felt that a few suggestions would further improve the atmosphere in KBL. As can be seen from conclusions setforth in previous section of this chapter, things move very smoothly at KBL. Even then there is always a room for improvement. Management of KBL being open minded and receptive we venture to suggest a couple measures.

In the light of discussions with 98 respondents and 4 management representatives and my observations, a few suggestions

are put forward for the kind consideration of the management of KBL. Whatever observations made during my short association with KBL in the context of M.Phil dissertation, there is very little to suggest, as KBL management is doing so many things according to the latest practices of modern management,principle and theories.

It is clear that management is taking pragmatic approach and progressive attitude. However it is true that no one is perfect and there is always some scope to do something innovative and try something new that helpd to creat more congenial atmosphere, boost morale of the employees. The thinking is very clear on this point that the purpose of the suggestions placed here is not to pinpoint any weaknesses and short-comings of the magagement.

Structured suggestion scheme should be introduced for supervisory category and Line managers grade 1 and 2 . The staff may really have very good workable ideas and practical suggestions. Offical agency should be provided to rout their suggesstions on technical,non-technical and general matters.Modus operandi should be more or less like the existing suggestion scheme for workers,with suitable changes.

Efforts should be augmented by organising inter departmental sports once a year and inter group companies sports competitions, to develop strong and smooth inter departmental and inter company relations.

Productivity Improvement Group (P.I.G.) should be formed to discuss technological advances made in each of the group company and effect transfer of that technology to other companies within the Kirloskar group.One senior officer from each

of the group company should be a member of this P.I.G. Bi- monthly meetings should be held and the group should make a presentation once a year of their deliberations,achievements and performance before all the Managing Directors of group companies.

Small Group Activity (S.G.A.)should be started to solve technical problems,implement small ideas and to develop a sense of close co-operation and better interaction with other departments.It should be a group of five persons,each drawn from manufacturing,foundry,quality control,materials and servicing departments.They should meet once a week to discuss the problems,find amicable solutions and implement the decisions.This group should solve the problems by mutual discussion and accommodation.It should be an autonomous and self-propelling group.Supervisor or manager from the manufacturing department of the S.G.A.should brief the Associate Vice President (manufacturing) once in a month about the functioning,utility and advantages of the group.

Interview panel should comprise of, besides interview committee members,heads of concerned as well HRD departments,for recruitment,probation and promotion.

Instead of the present practice of submitting work performance report once in three years,for consideration for promotion, such reports should be called for every year.

Staff members attending training programmes, seminars, workshops and lectures on the topics relating to manufacturing technology, productivity, production, material planning, cost reduction,budgeting,personality development and development of communication skills etc, should disseminate

information and knowledge of new things and approaches to minimum five persons.Management should take feed back of this process continuously to assess the advantage derived from such management education programmes.Results of such programmes are not measurable and quantifiable.

Following practices may be followed to develop more affinity towards the company and integrate the family members with the operation of the company.

(i) " Family Day" should be organised atleast once a year wherein supervisory and managerial personnel participate along with their family members.Family get-together would consist of games,sports,competitions,cultural and variety entertainment programmes to end with a prize distribution velidictory function.

(ii) Wedding Gifts of appropriate nature should be presented on the occasion to newly married couples.

It may be incidently noted that Managing Director of KBL sends Birth-day greetings to each and every supervisory and managerial staff.

Introduction of these suggestions will go a long way to improve productivity,motivation levels and general atmosphere.

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