QUESTIONNAIRE

Manpower Planning for Supervisory and Managerial Staff in Kirloskar Brothers Limited, Kirloskarwadi.

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PART - I : PERSONAL DATA

1) Name :
2) Token No. :
3) Age :
4) Sex : Male / Female
5) Educational Qualification :
6) Marital Status : Married / Unmarried
7) Designation :
8) Department :
9) Type of work :
10) Permanent / Temporary :
11) Length of the service in the present organisation :
12) Total length of service :
13) Mother tongue :
14) Place of Residence :
15) Distance from the factory :
16) Mode of conveyance for coming on duty : On foot/Own Vehicle/Factory vehicle/Railway/S.T.Bus.

PART - II : RECRUITMENT AND SELECTION

1. How did you get employment in this organisation ? : Employment Exchange / Educational Institute/ Direct By Management / Advertisement/Other.

2. Did you have previous Experience? : Yes /No.

3. If yes, how many Years/months and with whom? :

4. How had you applied for the Job ? : Prescribed Application form / Application form/ any other.

5. Did you receive a formal Interview call ? : Yes / No.

6. Which method of selection test was used for selection ? : Written Test /Interview / Written Test & Interview

7. How did you find selection procedure ? Please fill up the following table 1 by making tick mark on the correct answer.

TABLE NO. 1

Written Test	Ist Interview	IInd Interview
Too Tough	Very Long	Very Long
Very Liberal	Very Subjective	Very Subjective
Objective	Irrelevant	Irrelevant

What is your opinion about the Selection Procedure followed here : Good / Fair / Bad

9. What were the deficiencies in selection procedure that you have observed :

10. Have you got job information in final selection interview : Yes /No.

11. As per selection process have you got proper placement : Yes / No.

PART - III TRAINING AND DEVELOPMENT

1. What type of training did you undergo ? : Class room training / On the job training / Work-Shop /Outside Training/ any other.

2. What was the duration of the training ?

3. How did you find the training programme ? : Informatve/Educative Irrelevant /Useless

4. What deficiencies did you find in the training programme? :

5. What improvements do you suggest to make the training programme more effective :

6. After giving promotion, whether you were given special extra training suitable for that higher position ? : Yes / No.

7. If yes, what is the type of training and period of training? :

8. Which method of training do you think is better ? :

9. i) How long was the probation period ?
   ii) Was it extended ? :
   If yes, what was the reason ? :

PART - IV : TRANSFERS

1. After joining the organisation have you been transferred ? : Yes /No.

2. If yes, how many times ? :

3. Was it at your request ? : Yes / No.

4. If yes, for what reason ? :

5. If not, did you like it ? : Yes/No/Neutral

PART - V : PROMOTION

1. Have you got any promotion since your appointment ? : Yes / No.

2. If Yes, How many times ? :

3. What was your designation when you were appointed ? :

4. First promotion date :

5. Second promotion date :

6. Third promotion date :

7. What is your present designation? :

8. On what basis were you promoted ? : merit/seniority/performance/influence / relation

9. What were the tests/ Interviews you were required to undergo before promotion ? :

10. How did you rate these tests / Interviews ? : satisfactory/tough/liberal/useful/useless /irrelevant/objective /subjective.

11. Do you find any deficiency in the promotion policy of the company ? : Yes / No.

12. What are your suggestions to make the promotion policy more effective ? :

PART - VI : REWARDS AND PENALTIES

1. Have you got any reward by the management for any useful suggestion ? : Yes / No.

2. If yes , what was that useful suggestion? :

3. How did you rate the present reward scheme adopted by the company ? : satisfactory/useful/ useless/effective/ ineffective

4. What are the advantages of such reward scheme ? :

5. Were you penalised any time : Yes / No.

6. If yes , what was the reason for the penalty ? :

7. Did you find this penalty justifiable : Yes /No.

8. If no, what would have been the appropreate penalty ? :

9. Were you given adequate opportunity to defend yourself ? : Yes / No.

10. Do you think the penalty procedure was rightly followed ? : Yes / No.

PART - VII : PERSONALITY DEVELOPMENT

1. Do you feel the management follows the policy for: :Personality development/Self - development/development of work-culture/co-operation.

2. What extra efforts management should take to further develop human resources. :

3. Does the company in your opinion follow a policy of manpower planning. : Yes /No.

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Interview Schedule - Cum - Questionnaire

For Management Representatives.

PART - I : COMPANY DATA

1. Name and Address Of The Company.
2. Date Of Registration.
3. Date Of Commencement Of Business.
4. Type Of Industry.
   Engineering / Electrical / Any Other.
5. Product Of The Company.
6. Initial Capital Employed.
7. Present Fixed Capital and Working Capital.
8. Number Of Workers And Staff As On ----
   Workers: Staff : Total :

PART - II : RECRUITMENT AND SELECTOIN

1. What methods do you generally follow for recruitment of supervisory and managerial staff.(Please Tick)
   Direct / Employment Exchange / Educational Institute's Campus Interview / Advertisement / Contact Through Present Employees / Professional Bodies / Preference to Employees' relatives.

2. Which method is used for manpower planning.

3. Do you notify vacancies on your notice board of the supervisory and managerial staff. If no, what are the reasons.

4. Do you take written examination and oral interview or both before selection. Written / Oral / Both

5. What type of information is collected from oral interview.

6. How final selection of candidate is made .

7. Do you pay T.A. & D.A. to candidates called for interview. Yes / No

PART - III : TRAINING AND DEVELOPMENT

1. What is the nature of initial training to staff on their appointment.

2. Which method of training do you follow for training the staff.
   On the job / Class - room / Combination of first two / Induction / Out-side training / vestibule training.

3. Do you have documented scheme / yearly programme for deputing staff for outside training.

4. a. How many persons are deputed for outside management training.

   b. Which management topics are coverd.

5. What is the procedure for selecting persons for outside training / seminars.

6. Have you started technical or management training school/ institute within your company to train supervisory and managerial personnel .

   i) If yes - what type of training is provided.

   ii) If no - what are the reasons.

7. How many training programmes / seminars / conferences / lectures are arranged for your workers and staff on a regular basis.

PART - IV : TRANSFERS AND PROMOTIONS

1. What are the criteria for promoting your staff members .
   Merit / Seniority / Merit - cum - seniority / Any other

2. What are the grounds for making transfers .

3. Do you discuss or take consent of the individual before transfer ? - Yes / No.

4. If No - What are the reasons ?

5. What type of change do you contemplate in the promotion policy ?

6. What type of special training is given after promotion.

PART - V REWARDS AND PENALTIES

1. What effects have you observed about your penalty policy ?

2. What are your views about the reward policy for staff as many feel that staff should be covered by the suggestion scheme.

PART - VI : HUMAN RESOURCE DEVELOPMENT

1. What are your reflections about your present manpower policy and planning .

2. What further improvements are planned .

3. With a view to improve potential capabilities of your staff, what type of training and programmes are arranged ?

4. What feed back system do you have to ensure that your every staff member is fully occupied with proper work- load .

5. What type of programmes do you contemplate for Executive Management Development Programme?

6. How do you implement retirement succession plan ?

7. Do you encourage appointment of ' outsiders ' to higher positions.

8. What is your perception about implementation of ' God-Father ' concept?

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