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RESEARCH DESIGN AND THEORETICAL BACKGROUND OF MANPOWER PLANNING

SECTION - I

RESEARCH DESIGN

This is an empirical study and is mainly based on questionnaire and interview method. The primary data is collected by interviewing the supervisory and managerial staff and representatives of the management. secondary data is collected from personnel department, establishment division, training centre and human resources development department of the company. Lot of time was spent with the Personnel Manager, Manager of Industrial Engineering, Training Manager, Assistant Manager-Establishment Division and Divisional Heads for discussions to understand the techniques and methods adopted for manpower planning of the supervisory and managerial cadres.

This chapter consists of three sections. Section-I contains Research design , Section-II Theoretical background of manpower planning and conclusions are given in Section-III.

Section-I consists of objectives of the study,selection of the unit, sources of data collection, preparation of questionnaire schedule, method of data-collection, interviews , sampling method employed, scope and limitations of the study and chapter scheme of the dissertation.

Section-II consists of theoretical background of manpower planning , recruitment and selection procedure, training activities, promotion policies, rewards and penalty systems.

A] OBJECTIVES OF THE STUDY :

Attempt is made to study manpower planning of the supervisory and managerial staff in KBL with the following objectives :

1) To understand present facts and position of manpower planning of the supervisory and managerial staff in KBL.
2) To study the present methods adopted for this purpose.
3) To know the procedure followed for selection, recruitment, training, placement, transfers, promotion and disciplinary action.
4) To know the opinions of the staff members about company's manpower planning.
5) To know how present manpower is utilised.

B] SELECTION OF THE UNIT.

KBL is a dynamic, forward looking and a leading Engineering Company in India. Though, situated in a rural area, it has always kept pace with the progressive trends in Engineering and Management sciences including Human Resources Development. My father is with KBL and I stay near Kirloskarwadi. I was therefore confident of getting required data and information. Moreover, I was assured full co-operation and help from the management.

After discussing with my guide I selected KBL, as the unit in which the survey would be undertaken.

C] SOURCES OF DATA COLLECTION :

1) The relevant secondary data was collected from various Technical journals, Magazines, Books on manpower policy and planning.
2) Past records of KBL, were used to get related information.

3) Primary data has been collected by canvassing schedules personally.

4) Besides, a number of matters were discussed with supervisors, managers and few senior officers.

D] PREPARATION OF SCHEDULES :

In-line with the objectives and scope of the study, a draft schedule was prepared. After discussing it with various officers of the company, knowledgeable staff and with my guide, the schedule was finalised. Questions were carefully worded to make them simple, straight and easily understandable. The schedule consists of seven sections such as : Section I - Personal Data. Section II - Recruitment and Selection. Section III- Training and Development, Section IV- Transfers, Section V- Promotion. Section VI- Rewards and Penalties. Section VII- Personality Development.

A specimen of the schedule is appended to this Dissertation.

Another structured Interview Schedule-cum - questionnaire for management representatives was prepared and information was solicited from them.

A specimen of the schedule is appended to this Dissertation.

Method of Sampling :

Total strength of the staff at KBL is 611,which is divided into 365 supervisors, 182 Line managers and 64 Managers They are working in various departments and sections. For the sake of convenience, all these departments have been grouped into

ten categories. The base for including various sections into one category is that of the functions performed by each section - e.g. Group Category - i) Manufacturing sections relating to direct production activities are considered. ii) Sales - functions beginning from marketing, receipt of order acceptance painting,packing, stocking and despatching by railway, truck or by sea or air, are considered. The detail breakup is as below :

CLASSIFICATION OF DEPARTMENTS MADE FOR SELECTION OF SAMPLE IS AS FOLLOWS :

CLASSIFICATION

1) Manufacturing : Machining and assembly of pumps. valves and Machines Tools, Tool-Room, Tool-crib, Manufacturing Planning sections.

2) Administration and Personnel : Labour office, Personnel Dept., Time - office, Training Centre, Motor-vehicle, Security and Safety Departments, Establishment Department.

3) Materials : Purchase, Sub-contract, vendor Development Cell, General Stores, Sub-contract stores.

4) Engineering : Product and Design Departments., Research and Development, Pump Testing Laboratory, Drafting and Stationery Departments., Computer Sections.

5) Industrial Engineering : Industrial Engineering, Cost-estimation, Value Engineering, Incentive fixation, Special Projects.

6) Plant Maintenance : Mechanical, Electrical and Foundry maintenance, Preventive maintenance, Power house, House-keeping and Material Handling.

7) Foundry : Cast Iron, Heavy castings Foundry, Non - Ferrous. Alloy cast steel foundry, Pattern Shop, Pattern stores, Foundry Laboratory, Heat Treatment.

8) Sales : Sales, Marketing Section, Painting, Packing, Despatch and Stock Departments.

9) Quality Control : Quality Control Dept. Process capability, Customer Inspection Dept., Non-Destructive Testing.

10) Accounts and Cost Accounts : Financial Accounts, Cost - Accounts, Cash Section, Billing, Provident Fund, Gratuity etc.

The Supervisory and managerial Staff is spread all over the plant in the various Divisions, Departments and Sections, as mentioned above. To get a near-correct representative picture of the entire plant, 15 percent of the total respondents have been covered by random sampling method for personal interview.

Out of the total population o 611 Supervisory and managerial staff, 98 persons i.e. slightly more than 15% of the staff was personally interview and their detail break-up is as follows.

This stratification provides the basis for selection of sample. To get a representative picture of the universe of 611 supervisors, line managers and managers, it was decided to have fifteen percent sample,from each category of the designation from each 'Group Category '. There are few deviations, but they do not make the sample biased. Therefore the method employed is single stratified purposive sampling.

The details are given about the Group-category-wise and designation-wise distribution of the staff of KBL which is as follows :

Table 2.1

Total Strength of Employees, Expected Respondents and Number of Respondents Actually Interviewed.

Sr. No. Grouped of category	Designations	Total Strength Nos.	Selection of Respondents for interview		
			Expected Respondents 15%	Actually interview	Variance
		1.	2.	3.	4.
1. Manufacturing	Supervisors	135	20	20	-
	Line Manager	53	8	10	+2
	Managers	18	3	3	-
2. Adminstration and personnel	Supervisors	17	3	3	-
	Line Managers	10	1	2	+1
	Managers	9	1	3	+2
3. Materials	Supervisors	37	6	6	-
	Line Managers	20	3	3	-
	Managers	6	1	2	+1
4. Engineering	Supervisors	37	6	6	-
	Line Managers	25	4	2	-2
	Managers	9	1	2	+1
5. Industrial Engineering	Supervisors	8	1	2	+1
	Line Managers	7	1	2	+1
	Managers	3	-	1	+1
6. Plant Maintenance	Supervisors	14	2	2	-
	Line Managers	10	1	1	-
	Managers	2	-	1	+1
7. Foundry	Supervisors	31	5	4	-1
	Line Managers	23	3	4	+1
	Managers	6	1	1	-
8. Sales	Supervisors	46	7	4	-3
	Line Managers	13	2	2	-
	Managers	2	-	1	+1
9. Quality Control	Supervisors	21	3	3	-
	Line Managers	15	2	2	-
	Managers	5	1	1	-
10. Accounts & Cost Accounts	Supervisors	19	3	2	-1
	Line Managers	6	1	2	+1
	Managers	4	1	1	-
Grand - TOTAL		611	91	98	+7

TABLE 2.1 A

SUMMARY OF SAMPLE

DESIGNATION	TOTAL STRENGTH 1.	EXPECTED RESPONDENTS 2.	ACTUALLY INTERVIEWED 3.	VARIANCE 4.
1. SUPERVISORS	365	55	52	- 3
2. LINE MANAGER	182	27	30	+ 3
3. MANAGERS	64	10	16	+ 6
GRAND TOTAL	611	92	98	+ 6

NOTE : Non-matching of Grand total of column no. 2 and 4 of Table 2.1 with column no. 2 and 4 of Table 2.1 A is due to the rounding off of the decimals.

TABLE 2.1 B

Major Category-wise and staff-wise Break-up of 98 respondents.

Sr. No. & Grouped Category	S1	S2	S3	LM1	LM2	LM3	M1	M2	M3	TOTAL
1. Manufacturing	4	7	9	2	2	6	2	-	1	33
2. Administration & Personnel	2	-	1	-	1	1	2	1	-	08
3. Material	-	2	4	1	-	2	1	-	1	11
4. Engineering	1	1	4	-	-	2	1	-	1	10
5. Industrial Engineering	1	-	1	1	1	-	-	1	-	5
6. Plant Maintenance	-	1	1	-	-	1	1	-	-	4
7. Foundry	-	2	2	1	1	2	-	1	-	9
8. Sales	-	2	2	-	1	1	-	-	1	7
9. Quality control	-	-	3	-	-	2	-	-	1	6
10. Accounts & Cost Accounts	-	-	2	2	-	-	-	1	-	5
TOTAL :	8	15	29	7	6	17	7	4	5	98

1) S - Supervisors, 2) L.M. - Line Managers, 3) M - Managers.

In table 2.1 ,table 2.1A and table 2.1B ,the total strength of the staff,expected respondents and number of persons actually interviewed, summary of sample and major category-wise and staff-wise break-up of 98 respondents, respectively.

Fifteen percent of the total population of 611 supervisors and managers is 91.65. But actually 98 persons were interviewed, which gave a clear picture of the working of KBL.

In the manufacturing division the strength of supervisors is 135. Fifteen percent of 135 comes to 20. So 20 supervisors are expected to be interviewed and actually 20 supervisors were interviewed. In materials department the strength of Line managers is 20. 15 percent of 20 is 3 . So 3 Line managers were expected to be called for interview and 3 Line managers were actually interviewed. In Industrial Engineering Dept. there are 3 managers. 15 percent of 3 is 0.45 Therefore, one manager was actually interviewed and so variance is 1 . There are 46 supervisors in the Sales department. Expected respondents are 7. Since the supervisors were not available, actually four supervisors were interviewed . Thus the deviation occurred. In the Engineering department, required number of supervisors was interviewed and instead of 1 manager,two managers were interviewed from whom more detailed and indepth information was available. So the deviation occurred.

(6) INTERVIEWS

I approached Vice President of KBL and requested him to extend co-operation for allowing me to take interviews of supervisory and managerial staff. Vice President issued a circular to all the departmental heads informing them to give

help to organise interviews of their departmental staff.So in view of the circular and my personal explanation to all respondents regarding the purpose of interview, I had to face no problems while conducting the interviews. All the respondents were free, frank in expressing their opinions.

Some discrepancies in respect of transfer, and selection, rewards and penalties were observed. But these were satisfactorily resolved after discussion with management representatives.

(7) SCOPE AND LIMITATIONS OF THE STUDY.

The study has been undertaken as a partial fulfilment of requirements of the degree of Master of Philosophy in commerce. The study is limited to manpower policy and planning of the supervisory and managerial staff in KBL.

Further, the Dissertation is required to be submitted to Shivaji University, Kolhapur, within the prescribed time limit.

(8) DATA PROCESSING

The numerical data collected from field survey was manually tabulated in such a manner that the ins of the phenomena are brought out. Internal consistencies in tables were meticulously verified. These tables were further divided into chapters as per chapter scheme. A concise, comprehensive dissertation is written on the basis of numerical data,responses of respondents and representatives of the management and the surroundings and feelings observed during visits,discussions and interviews.

(9) CHAPTER SCHEME :

This study is divided into 8 chapter;as below

1) The first chapter deals with company's profile, significant achievements,brief account of the problems encountered in the initial stages, financial structure, production, sales, exports, technical collaboration, transfer of technology, etc.

2) The second chapter describes research design and critical background of manpower planning and various systems,theories and methodology adopted for recruitment,selection,training and development, transfers, promotions, disciplinary actions in KBL.

3) The third chapter deals with the personal data of the respondents, regarding their age, qualifications, place of residence,their personal experiences and opinions about recruitment and selection.

4) The fourth chapter includes information and procedure and methodology adopted for recruitment and selection and respondents,opinions about written and oral interview about selection procedure deficiencies about selection procedure as perceived by respondents when they were interviewed.

5) Fifth chapter deals with the types of training,and development programmes ,opinions about training programmes duration of training, deficiencies in training as perceived by respondents, training after promotion, and probation period and their suggestions.

6) Chapter six describes the transfer policy of the company,reasons for transfer,request transfer,management's

practical approach to transfers opinions about transfer.This chapter also deals with promotions, respondents opinions about promotion, respondents suggestions regarding promotion, the reward policy, opinions about reward scheme, When outstanding achievements are made and penalty procedure adopted when mistakes are committed by the staff.

7) Chapter seven takes care of the human resources development policy and variety of programmes on various matters of management sciences are organised by the company, for personality development,enrichment of practical knowledge and experience,conducting seminars,lectures and work-shops in the factory and deputation of the staff to attend the seminars outside. Outside management experts are invited to conduct various training programmes and work-shops.

8) Chapter eight is the last chapter giving conclusions arrived at about the approach,thinking and policies adopted by KBL on several matters for efficient and effective functioning of the organisation and few practical and workable suggestions putforth by the respondents after my discussions with them and discussion with the management representatives.

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SECTION - II

THEORETICAL BACKGROUND OF MANPOWER PLANNING.

INTRODUCTION :

In the management of any business, most important factor is the management of men,because it is only through men that all other ingredients of an enterprise i.e. money,machines materials, products, marketing, sales, corporate strategies and the men themselves,are managed.One of the most important factors in management of men is that the right number of persons of the right time are made available.Too many men or too little or too late,can easily throw all the operations,out of gear.Men made so available are required to be utilised to the maximum possible extent with a view to achieve individual and organisational goals. So manpower policy of the organisation and manpower planning are the first steps of the organisation's planning.

The section, Theoritical background of manpowewr planning gives the details about nature and concept if manpower planning which is explained in eight sub-sections. The first sub-section gives introduction to manpower planning.The second sub-section deals with meaning and procedure of recruitment of employees in an organisation. Meaning and procedure of selection comes in third sub-section. When a candidate is selected and appointed as a trainee in the organisation he is required to be trained to know the nature and culture of the organisation. This is covered in fifth sub-section transfer is a horizontal movement of an employee from one job to another, where his salary,status or responsibility are same. Transfers are discussed in the sixth-sub-section.Promotion policy of the organisation is discussed in

seventh sub-section. Reward system motivates the employees to work efficiently and effectively and penalty system brings discipline of work in the organisation. Both of these systems are essential in the organisation.Ninth sub-section gives conclusion of the section-ii i.e. Theoretical background of manpower planning.

MANPOWER PLANNING

INTRODUCTION :

Men, materical, machines, money and methods are five important factors of production but out of these five factors,men is the most important factor of production.

Manpower means total knowledge,skill,abilities,talents and aptitudes of an organisational work-force as well as values, attitudes and benefits of individuals involved. Manpower is a total commitment of a man to put his best and see that the output is of the best quality. This process helps to find out the individual with such capabilities and mental composure. This is the "manpower planning framework". Thus manpower resource is the most vital factor for the survival , prosperity and growth of any organisation. So to find right number and suitable people and to appoint them at right places is essential to achieve maximum utilisation of manpower resources. Many industrial houses in India have adopted this concept and are enjoying the fruits of their assets.

DEFINITIONS

1) In the words of Coleman Bruce P." Manpower planning is the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organisation-1.

2) Vetter Eric W defined human resource planning 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, management strives to have the right number and the right kinds of people at the right places, at the right time, to do things which result in both the organisation and the individual receiving the maximum long -range benefit"-2.

3) E.B,Geisler defined manpower planning as " Manpower planning is the process including forecasting ,developing and controlling by which a firm ensures that, it has the right number of people at the right time doing work for which they are economically most useful"-3.

Manpower planning or Human resource planning is a double-edged weapon. If it is properly used,it leads to maximum utilisation of human resources, reduces excessive staff-turnover and high absenteeism. It certainly improves productivity and aids in achieving the objectives of an organisation. If manpower planning is not done systematically, it leads to disruption in flow of work. Thus human resource planning assumes great importance for the success of any organisation. So manpower planning is essential in the organisation for high production, low cost of production and good administration.

OBJECTIVES OF MANPOWER PLANNING

Some basic objectives of manpower planning are :

1) It developes quality of manpower and the inherent qualities are to be exploited, channelised and enhanced.

2) It helps to find out the right type of person required to fill up the specific position in the organisation.

3) It helps to make qualitative and quantitative evaluations of the adequacy of manpower for the future.
4) To develop and use a strategy of optimum utilisation of the organisation's manpower through systematic efforts towards their proper placement and development.
5) It is useful for planning and control techniques.

Process of Manpower Planning

The process of manpower planning is one of the most important but very crucial managerial function. It is a multi-step process and if each step is carefully observed it gives good results. The process includes the following steps:

(1) Deciding goals or objectives
(2) Estimating the future organisational structure and overall manpower reqirement.
(3) Auditing human resources.
(4) Planning job requirements and job descriptions.
(5) Developing the human resource plan .

Manpower Planning have following steps :

(1) Skill Inventory

First step of manpower planning is to make a list of existing employees working in the organisation.The skills and positions of the employees are noted down. The number of employees who are going to retire is noted. As a result management gets an idea about replacement requirements.

(2) Demand Forecasting

Taking into consideration production projects and development of the organisation in future , required future manpower is estimated.

(3) Employment Programme :

Considering the required manpower it is decided how to obtain the required manpower.

(4) Training Programme :

Training and development needs of the employees are found out and accordingly training programmes are arranged.

(5) Determination of manpower requirements :

Manpower is analysed in two aspects. i) Quantitative aspect indicates right number of required persons and ii) Qualitative aspect indicates persons required of right educational qualifications, work experience etc.

Job Evaluation : As a part of manpower planning organisation needs to know the persons of which qualification should be required and what salary should be paid to them.

Definition :

Following is an important definition of Job

Evaluation :

To quote Wendell French " Job evaluation is a process of determining the relative worth of the various jobs within the organisation, so that differential wages may be paid to jobs of different worth "-4.

For proper job description and proper pricing of the job, job evaluation is done. Due to improper evaluation of the job, the employees remain dissatisfied and they may leave the organisation or reduce their efforts.

Following are the four methods of Job evaluation:

(i) Ranking or job comparison.

(ii) Grading or job classification.

(iii) Point rating and

(iv) Factor comparison.

Process comparison of Job Evaluation :

Job evaluation process includes job analysis, job description and job specification.

(a) Job Analysis : It is the careful determination of what employees should do on a job, as determined by a 'trained professional analyst'. The primary purpose of job analysis is to decide exactly what the employee is expected to do, and to ascertain the way the work is done, how it is done and the skill involved in the respective work.

Job Analyst should determine the minimum desirable qualifications, experience, working condition, physical requirements, number of persons to be supervised, qualifications found desirable for placements on the job including intelligence and dexterity, and by observing directly the employee at work, through a questionnaire and an interview.

(b) Job Description : It is a statement of job analysis. Job description tries to find out answers to following questions.

(1) What are the essential duties of the job ?
Which of these are most difficult and why ?

(2) Which duties involve the greatest personal responsibility ?

(3) What are the personal hardships, hazards, and discomforts involved in the job ?

(4) What are the supervisory responsibilities ?

(5) What are the attractive and interesting features of the job ?

In short, job description contains following information :

(1) Job Identification : It includes job title, department, division, plant and code number of the job.

(2) Job Duties - It is regarded as the ' Heart of a job. It describes duties and responsibilities of the employee relating to his job.

(3) Relation to other jobs : It helps the employee to locate his place in the job hierarchy. It also gives idea of the vertical relationships of work-flow and procedures.

(4) Supervision : This aspect specifies the number of persons to be supervised along with their job duties, and level of supervision, whether general, intermediate , or close supervision.

(5) Working conditions : It gives the information about the environment in which a job holder should work. e.g. Temperature, dust, fumes, noise etc.

(6) Hazards : It gives the employee an idea of the nature of risks in the job work.

Job specifications :

(i) It relates to physical characteristics including health, strength , age-range, vision.

(ii) Psychological characteristics including qualities as dexterity, mechanical aptitude, judgement, logical mind, alertness etc.

(iii) Personal Characteristics including personal appearance, manners, emotional stability, leadership, initiative, and conversational abilities.

(iv) Responsibility including supervision of others and responsibility of production.

Job evaluation enables the organisation to carry out recruitment and selection programmes effectively and efficiently.Many organisations do not give due importance to the preparation of job analysis,job description,and job specification and therefore the whole recruitment and selection process becomes infructitious. Job evaluation therefore becomes important for effective recruitment and success of the organisation.

KBL follows a scientific and practical policy of manpower planning.

The manpower resource is the most vital factor for the survival, prosperity and growth of any organisation. Prosperity of any business largely depends on the performance of its supervisory and managerial persons.

Manpower policy and planning at KBL aim at recruiting staff of required abilities and utilise their virtues and motivate them. Manpower planning process is a must and it is the need of the hour. Manpower at KBL for staff is directed to have total knowledge, skill, creative abilities, talents and aptitudes of the staff members and develop sound values and attitudes for the benefit of the company as well as of the individual.

Sub-Section-B

RECRUITMENT PROCEDURE.

'Recruitment'is the term used for the discovery and development of human resources and manpower needed by the organisation. In short, recruitment is the process for generating applications or applicants for specific positions.

In the manpower planning process, recruitment is the first stage and then follows selection.

D E F I N I T I O N :

(1) According to Flippo Edwin B. Recruitment is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation.It is often termed positive in that it stimulates people to apply for jobs and increase the ``Hiring ratio'',i.e. the number of applicants for a job selection.On the other hand it tends to be nagative because it rejects a good number of those who apply leaving only the best to be hired''.

(2) Dale Yoder and Robbins,stephen P.point out that ``Recreuitment is a process to discover the source of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate number to facilitate effective selection of an efficient working force.''

SOURCES OF RECRUITMENT.

Employees are recruited from internal and external sources.

(A) Internal sources - Internal sources include personal or employees already on the pay roll of an organisation. They may be upgraded,transferred or promoted when vacancy arises. It means that the staff vacancies are filled in from available staff-members.

This source also includes personeel who were once on the pay-roll of the company but who plan to return or whom the company would like to re-employ.

(B) External sources - All vacancies cannot be filled through internal transfers or promotions.When recruitment is not possible from within, then the external sources are required to be tried.

Employees are recruited by inviting applications from public by advertisement in news-papers,Industrial and Business magazines,and Public employment exchanges. Colleges,universities and technical institutions also offer opportunities to recruit the students who pass out from these institutions successfully. But they can provide only young and inexperienced candidates. One more source of recruitment is that employees are encouraged to recommend their friends and ralatives for employment. The consulting firms act as an intermediary between the job-seeker and the company.These consulting firms are also good external source.

Recruitment and selection are two phases of the personnel practices and procedures.After indentifying the potential of applicants the next step is to evaluate qualifications,their knowledge,experience and total personality for making a selection.

From the point of view of this theoretical base we find that KBL is following a pragmatic recruitment policy.

At KBL, after a thorough study, the number of perosns required for the positions to be filled in is decided. Depending upon the requirement, departmental head sends the " Requisition Form " duly completed.

After the requirement is worked out, Govt. and Private Engineering Colleges are requested to put up a Notice, requesting the final year Diploma and Degree students to send applications to the company. Campus interviews are taken by KBL officers. KBL finds that this is the best method to get young talented persons who could be moulded well.

After screening the applications, candidates are invited for interview. They fill in the printed KBL application form.

There are Two types of Tests :

i) Written Test and ii) Oral Interview.

i) Written Test : In the written test, theoretical questions are framed to findout soundness and depth of theory as understood by him. Mathematical ability is also tested in written test.

ii) Oral Interview : After the written test is over, oral interview i.e. personal interview is arranged. Candidate's performance is assessed, after considering the marks obtained in the written examination and personal interview.

There is an "Interview Committee" consisiting of 4-5 officers. Candidate is put at ease by asking general questions in the first 3-4 minutes, and then in relaxed and tension free atmosphere, interview begins.

Questions are asked to reveal the following qualities of the candidate :

i) General intelligence level.

ii) Aptitude and potential ability of a candidate to learn a new job.

iii) Personality, candidate's motivation level, adjustment to the stresses of every day life, capacity to develop inter personal relationship, projection of self-image, manners, etiquettes, dress sense, self-confidence level, patience, ambition, conversational abilities and ability to take decisions.

iv) Whether the candidate has a special liking for a certain type of job e.g. Production, Inspection, Research and Development, Marketing, Quality Control etc.

After all the candidates are interviewed, a statement is prepared of the marks obtained in the written test and oral interview.

Marks given by every member of the 'Interview Panel' are compared and if substantial variation of marks is noticed, in certain items, they discuss and come to a conclusion. It is verified whether there is a general parity of marks given by all the interviewers.

Then, the marks of both tests are tabulated and then in descending order, a list of candidates is prepared.

Successful candidates are appointed as 'Trainee Engineers' and they are requested to join the company, subject to the 'Medical Fitness Test.'

Sub-section-C.

SELECTION PROCEDURE

After obtaining adequate number of applications,the process of selection starts. Systematic and scientific selection of the candidates is done by Personnel department of an organisation.

'Selection' means a careful screening and testing procedure of candiate's application forms. The management tries to choose the best and suitable persons from among the applicants. The main purpose of selection procedure is to choose the right type of person for a suitable job.

Definition:

According to YODAR, DALE,``The hiring process is of one or many 'go,no-go'gauges. Candidates are screened by application of these tools.Qualified applicants go on to the next hurdle,white the unqualified are eliminated from procedure of selection.''

The prime object of the 'selection procedure' is to find out enough information about the applicant, to enable the management to know whether the candidate matches with the job requirements.

The steps in selection procedure are -

(1) Receipt of applications and their scrutiny.

Everyone who has applied for a job in an enterprise may not possess the necessary qualification or experience expected by the organisation. Therefore,candidates with insufficient qualifications or experience should be eliminated from the list of those who have to be called for preliminary interview.

(2) Preliminary interview -

The main object of preliminary interview is to see whether an applicant is physically fit and mentally suitable for the job. In the preliminary interview,questions put to a candidate are of a definite nature and mostly concern with his qualifications,experience,interests,hobbies,social and sports activities,age,residence,etc.The interview may be patterned interview, semi-structured interview,un-structured interview,direct interview,indirect interview,stress interview,or group interview.According to the nature of the job,the interview technique is selected by the interview committee .

(3) Filling up the 'Blank application Form' -

After a candidate has successfully passed the preliminary interview,he is asked to fill up Blank Apllication Form' designed by the management Blank Application Form consists of biographical data,educational attainment, work experience, expectations about the salary, personal habits and social activities of the candidates. Blank Application Forms also can be used for future requirement, if any.

(4) Selection Tests -

With the help of selection test,job-related abilities and skills of the candidate can be adequately and accurately measured. The selection tests eliminate the possibility of the prejudice of the interviewr about the candidate.The other major advantage of the selection test is that the test may uncover qualifications and qualities and talent that is not noticed in preliminary interview.Performance test , intelligence test, aptitude test ,personality test,interest test etc, are some of the more commonly used types of selection tests.

(5) Interviews -

In every organisation, the selection procedure includes personal interview along with written tests. The important information about the candidate not received from `written test ' could be supplemented by the additional information during the interview. The interview reveals candidates' traits of responsiveness, mental alertness , analytical abilities, manners, knowledge of the subject and presence of mind.

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(6) Checking of refrences -

A candidate applying for a job in an enterprise is usually asked to provide some references of the names of persons to whom enquaries about the detail information can be sought. Verfications of references becomes very important, because some canditates may provide incorrect information about previous employment, salary, reasons for leaving previous job etc.

(7) Preliminary and final selection -

Upto the stage of checking references, the preliminary selection process is handled by the staff executives. From these onwards , the line management takes over.

(8) Medical Examination -

For jobs, which prescribe certain physical standards such as height, weight, eye-sight, hearing etc.are checked by the medical officers.

(9) Placement and Orientations -

After a candidate passes all tests, interviews and physical examination and found mentally fit for the job, he is finaly selected and placed into his new job and is trained.

In KBL, when applications are received they are screened and then candidates are called for interview. The interview consists of written test and oral interview. Merit list is prepared and then final selection is made, subject to medical fitness.

Sub-Section -D

T R A I N I N G

The motivation to learn is deeply rooted in human personality. The 'training motivates the employees' aptitudes, skills and capabilities to do jobs more efficiently. After the candidate has been selected , placed and introduced to the organisation, he must be trained in his job so that he can do his job properly. Training aims at increasing the aptitudes,skills and abilities of employees for jobs assigned to them.

In the words of Flippo, Edwin B. "Training is the act of increasing the knowledge and skills of an employee for doing a particular job."

Kinds of Training.

(1) Induction Training or Orientation Training :-

Induction training is concerned with the introduction of the organisation and its procedures, rules and regulations to the employee. It is better to give the new employee a friendly welcome when he is joining the organisation and tell him about the rules and regulations, working conditions company culture.

(2) Job training :-

In this Trainig programme, training for job is given in the organisation itself and there are two methods :

(a) Shop training, and (b) Training on the job.

Job training is very essential for new employees. Besides refresher training, rank and file training supervisor training, and leadership training are different methods used in the training programmes of the organisation.

Methods of Training :-

(1) On the job training :-

This is the most widely used and popular method. Here,the selected candidate is placed in a new job and is told how the job is to be performed.

(2) Vestibule Training :-

In this method, attempts are made to duplicate on the job situations in a company class-room. The class room training is imparted with the help of the equipment and machines which are identical with those in use in the place of work.Inthis training method,theoretical training is given in the class-room, while practical work is conducted on the productl line.

(3) Class Room Training Method or off the job training :

Class room training means the training imparted is not a part of every day job activity. Class room training is imparted in various ways such as lectcure method, conference method, Team discussion method, Case study and role playing, syndicate presentation etc.

(4) Special Courses :-

Special Courses are arranged for specific purposes and specially for educative purpose. The training is provided by lectures, films, conferences, group discussions etc.

On joining the duty all candidates undergo 'general induction training'. In this course they are inducted into all depatments of the KBL. After that trainee engineers are allotted to various departments/ divisions as per the requirement of department and aptitude of the candidate.

Sub-Section-E

TRANSFERS

A transfer is a horizontal movement of an employee from one job to another where his salary,status or responsibility are the same. The transfer is a movement from one job or place to another and does not involve promotion or demotion.

Transfers are done by the management due to change in organisational structure ,introduction of new lines of production,reduction of work-force or shortage or surplus in some sections. Sometimes, transfers are done to meet employee's request when the employee feels unhappy with the job because of some reasons.

Sub-Section-F

PROMOTION

Promotion may be described as an upward movement or advancement of an employee in the organisation to another job with higher responsibility and more work-content.Promotion involves higher salary,better terms and conditions of job and higher status and responsibilities.

Definition :

According to Scott W.,Clothier,R C and Spriegal,W. "A promotion is the transfer of an employee to a job which pays more money or one that carries some preferred status."[10]

Thus the promotion means the employee gets the higher position and higher pay, better scale of pay, better status, designation, challenges,authority,span of control, better working conditions and facilities, better perks etc.

Promotions are generally given to put the employee in a position where he will be of greater value to the company and get increased job satisfaction and income. Promotions are also given to build up morale, loyalty and sense of beloningness to the organisation, in the mind of employee.

In other sense by promoting the employee,the management recognise's employee's performance and rewards his for his work. If there are vacancies at higher level then these openings are filled by competent persons from within. Eligible candidates have to face written test and interview and then suitable candidate is selected for higher post. He is promoted and trained for the new job.

After succesful completion of training, staff members are placed in various departments. Sometimes staff members are required to be shifted for various reasons. In KBL transfer is moving from one type of job to another, in the same department or to some other department. It is neither promotion nor demotion.

PURPOSE AND REASONS OF TRANSFER AT KBL

A) i) Proper utilization : When a particular job is shifted from one department to another, technical staff performing those jobs are transferred to that department to adjust the managerial workload.

ii) When an individual is found not suitable to perform particular job he is transferred to a job suitable to his aptitude. This is decided by the management and the concerned person is taken into confidence.

B) To increase versatality : Exposure is given to him in other related areas of work, with a view to improve his confidence and

competence so that he can shoulder more responsible assignments.

Staff member to be transferred is always taken into confidence and he is told reasons and purpose of transfer.

C) Persons are transfered to overcome domestic problem, job dissatisfaction or health probelms. But such cases are very few.

PROCEDURE FOR TRANSFER :

1) If a staff member is to be transferred from one section to another section, in the same department, Divisional Head takes the decision and transfer is effected.

2) If the transfer is from one department to another department, both departmental heads consult each other. The Associate Vice President of both the departments should have to approve the transfer.

3) Transferee is given complete idea before hand as to why he is transferred, then official memo and other transfer formalities are completed by Personnel Department.

KBL follows this open policy, with a view to achieve optimum utilization of the talent of the Supervisory and Managerial Staff.

Sub-Section- G

Promotion Policy

In the usual promotion policy,merit and performance are taken into consideration. Sometimes length of service,education,training courses completed,previous work-history are the factors given weightage while deciding a

promotion.Though promotions are made on the basis of ability, hardwork, co-operation, merit, honesty, sincerity, many informal influences are powerful determints of a promotion policy.

The basis of promotion are usually seniority and merit.

Seniority refers to the length of service in the company.If criteria for promotion is seniority then promotion goes to the oldest employee,provided that he is fit for the job.There is a great controversy on the question,whether promotion should be given on the basis of seniority or ability.

Trade unions are of the view that promotions should be given on the basis of sseniority while management favour promotion on the basis of merit and ability.If a promotion is given to a qualified person because of his performance or with a view to give mottivation,then it is based on ability. Most widely acceptable basis for promotion combines both ability and seniority.Most matured and excellent policy would be to ensure that whenever there are two employees of almost equal competence,seniority should be the decisive factor.Such a policy satisfies the management and staff-members which prefer ability and also seniority.

Whenever there is a vacancy in a higher post,sound personnel policy requires that it should be filled in by promotion from within the organisation,if the person of required skill,ability and calibre is available.Usually recruitment from outside for higher post is avoided because if all such vacancies are filled in from outside then there will be no inducement for the existing staff to improve their efficiency there are some demerits of internal promotion system such as the strengthening

of internal politics and absence of fresh ideas and habits.

So promotion policy should be flexible.So internal promotions as well as outside recruitment should be made according to suitability of talents of candidate.

KBL follows a policy of promoting persons from internal sources, though it occasionally fills vacancies from external sources.

Following factors are considered before a staff memeber is promoted at KBL.

1. To place capable person on complex duties.

2. Recognising a person for his excellent performance. This works as a motivation. Staff member will have very little motivation if better jobs are reserved for outsiders. Hence availiable human resources are utilised to their full capacity.

3. To build high morale, loyalty and a sense of belongingness to the organization.

4. To encourage staff members to work hard and earn promotion, achieve success and have a sense of satisfaction of contribution to company's growth.

5. To create example of such opportunities of advancement.

6. To enrich the organisation with trained rich talent.

7. To create environment and provide effective incentive to take initiative and to fulfil individual's ambition of growth.

As a matter of broad policy, higher positions are filled up by internal promotions. This healthy policy is followed. However the higher positions are filled from external source very rarely.

Fast Track promotions are also given at KBL. A staff member who consistently shows outstanding performance, uses his own imagination and power of creativity and surpasses his equals and is promoted quickly. This is subject to availability of vacancies or ' Positions '.

KBL is following a very practical sound policy, a good blending of Need Based promotion -i.e. depending upon needs and requirement of the company and Career Based Promotion- i.e. non-availability of vacancies. Staff member is eligible for higher grade after service of certain number of years, of course subject to satisfactory alround performance.

A person promoted to managerial post has to put in one year's probation. If his performance, at the end of probation is found to be satisfactory, he is confirmed in the promoted grade. If his performance, at the end of probation, is not found satisfactory he is reverted back to his earlier position.

The greatest advantage of this policy is that it provides openings to staff members to aspire and work for higher position. This helps to have high morale, amongnst the staff members and avoids frustration and job dissatisfaction.

This has resulted in KBL staff to have sense of belongingness and loyalty to the organization. At KBL, promotions are based on twin criteria of performance and seniority. Naturally performance is weighted more than seniority.

Sub-section - H

Rewards and Penalties.

The reward systems and penalty systems are essential. These systems help to motivate employees and also punish the wrong doers. This helps to mention discipline.

Discipline is the force that prompts an individual to observe the rules, regulations and procedures of the organisation.It is a force which restrains an individual from doing things which are deemed to be destructive of group objectives.It is a social practice to reward those acts which give benefit to the society and punish the acts that harm the society. So if work beneficial to organisation is done, the employee is rewarded and the work detrimental to the organisation, it is punished.

In any organisation small mistakes are met with small punishments like giving warning and issuing memos.Big mistakes or purposeful repetition of small mistakes are met with by major punishment like stoppage of increment, stoppage of promotion or fine, etc if bigger mistake is done severe punishment like suspension or dismissal is done.

If the work done by the employee is very much beneficial,he is rewarded.Reward system has come into existance to motivate the employees to work more and take new challenges.

Basic thinking at KBL is that depending upon the seriousness of the failure to comply with attainable target or irresponsible aproach to any assignment, disciplinary action is taken. Purpose is to penalise for the wrong committed. Other staff members should take a note, that future wrong-doings are prevented, and

discipline is maintained.

Following procedures are followed though there is no documented procedure for " Disciplinary Action."

1. It is assessed whether reasonable instructions are violated and if so, what are the reasons for violation. It is also seen whether instructions were clear and understandable.

2. Seriousness of the offence is considered.
3. Staff member is told in detail about his failure / lapse.
4. Opportunity is given to defend his case.

5. Divisional head after discussion and consultation with the concerned Associate Vice President, decides the disciplinary action. Defaulter is given a choice to meet the AVP, personally and explain his position.

6. It is meticulously seen that the disciplinary action (i.e. penalty etc.) is commensurates with the seriousness of the offence. Excess penalty is not levied. This produces desired result of the disciplinary action.

PENALTIES AND PUNISHMENTS :

Following Penalties are followed at KBL :

1) Oral warnings and written warning memoes.
2) Percentage cut in the Incentive Payment, upto 100 percent also.
3) Stoppage of yearly increment.
4) Postponement of promotion.
5) Termination of employment.

The matter of disciplinary action is handled in such a manner at KBL, that it doesn't create any other problems. The principles of natural justice, equity and fair-play are followed

meticulously. This helps to keep the morale of the staff, high.

Section - III

C O N C L U S I O N .

In this chapter,research design and theoretical background of the study are given.They are studied in two sections namely section-I and section-II.

Primary data is collected on the basis of fifteen percent purposive sampling of supervisors,line managers and managers. The data was tabulated manually to draw meaningful conclusions.

The manpower planning is the process by which a management determines how an organisation should move from current manpower position to its desired manpower position.In manpower planning systematic efforts are taken to assess the staff requirements and the fulfilment is done. Skill inventory, demand forecasting, employment and training programmes, determination of manpower requirements etc, are the steps in manpower planning.

There are eight aspects of manpower planning which are discussed in eight sub-sections.

Recruitment is the process through which the required employees are discovered. Recruitment of the employees is done internally as well as externally. Recruitment of right kind of employees leads to successful manpower planning.

The selection process is manily to select a right kind of person at the right place.Selection process has nine steps.In each step of the selection process management obtains more information about the candidate to decide his suitability. After the candidate is finally selected he is appointed on a probation.

Selected candidate needs to be trained to do his job efficiently. The training imparts specific skills,and knowledge about the specific job to the employee.The purpose of training is to update his knowledge,skill and develop liking for any job taken up by him.Out of various types of training one type or combination of few types of training is given so that the candidate is well prepared to undertake the job with confidence.

When the opportunities for promotion appear,trained persons are considered to fill up the vacancies.Promotion is an upward movement in the management ladder.While selecting the person for promotion,factors such as his knowledge,ability to perform competent jobs with higher responsibility and his ability to build team spirit are considered.Seniority is given weightage but mainly the emphasis is on overall competence.

Rewards and disciplinary action are two sides of the coin.When outstanding performance is shown,the organisation is benefitted in cost-reduction,productivity improvement and product quality improvement.Persons showing such outstanding performance are rewarded in proportion of their achievements.This provides motivation not only to rewardee but sets an example to be followed by others.

When mistakes are committed intentionally, unintentionally or due to negiligence, punishment is given to the person to avoid repetition of mistakes in future and take corrective actions while performing his duties.This also gives signals to others to avoid mistakes in their work. Punishment or penalties are proportionate to their wrong-doings. Sufficient opportunity is given to the defaulter to defend himself and

should meet the principles of natural justice equitly and fairplay.

Transfer is a movement from one job or place to another and it doesnot involve promotion or demotion. Generally transfers are made to build up more satisfactory work and satisfy needs of the organisation. Transfers which are done for the requirement of the management, such transfers are known as organisational transfers'. Some transfers are made to meet the needs of employees, then such transfers are known as request transfers.

Discussion in the preceding pages gives us the essence of manpower practices followed at KBL.Though KBL does not follow principles of manpower planning to the letter, it does adopt those principles to KBL'S requirements and practises them in spirit. KBL assesses the requirements of human resources to man the positions likely to be created in future. Retirements, promotions and tranfers alongwith expansion plans are taken into consideration while preparing this requirement schedule. Considering the lead time required to recruit,train and place a person on job, the recruitment programme is plannned.It is heartening to note that higher positions are filled by internal promotions. This provides opportunities for self development-career development and reduces turn over of human resources. The policies regarding transfer, punishment etc. appear to be transparent which creats confidence in the minds of the incumbent. Associate Vice Presidents are available for persons to place their grievence or explanation. This open door policy releases unnecessary tension and apprehensions and promotes healthy environment in the company.

Manpower planning becomes successful when functioning of all the factors such as recruitment, selection, training, placement, promotion, rewards and punishment procedures are well interwoven, co-related and monitored with humanitarian approach.