

Project Report

On

“A STUDY OF MANPOWER PLANNING IN TATA MOTOR”

DMSR- G. S. College of Commerce & Economics, Nagpur

Affiliated to

Rashtrasant Tukadoji Maharaj Nagpur University

Nagpur

In partial fulfilment for the award of the degree of

Master of Business Administration

Submitted by

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Under the Guidance of

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NAAC Re-Accredited “A” Grade Autonomous Institution



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G.S. College of Commerce & Economics, Nagpur

CERTIFICATE

This is to certify that “ACHAL BANDUJI GAJBHIYE” has submitted the project titled “**A STUDY OF MANPOWER PLANNING IN TATA MOTOR**”, towards partial fulfillment of **MASTER OF BUSINESS ADMINISTRATION** degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate.

It is further certified that he/she has ingeniously completed his/her project as prescribed by **DMSR - G. S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR (NAAC Reaccredited “A” Grade Autonomous Institution)** affiliated to **Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.**

(Dr. Sonali Gadekar)
(Project- Guide)

Dr. Sonali Gadekar
(Co-Ordinator)

Place: Nagpur

Date: 01/08/2022

G. S. College of Commerce & Economics,
Nagpur

DECLARATION

I here-by declare that the project with title “**A STUDY OF MANPOWER PLANNING IN TATA MOTOR**” has been completed by me in partial fulfillment of **MASTER OF BUSINESS ADMINISTRATION** degree examination as prescribed by **DMSR - G. S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR (NAAC Reaccredited “A” Grade Autonomous Institution)** affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course undertaken by me.

Achal Banduji Gajbhiye

Place: Nagpur

Date: 01/08/2022

G.S. College of Commerce & Economics, Nagpur

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I will fail in my duty if I do not thank the non-Teaching staff of the college for their Co-operation.

I would like to thank all those who helped me in making this project complete and successful.

Achal Gajbhiye

Place: Nagpur

Date:01/08/2022

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INTRODUCTION

INTRODUCTION

MANPOWER PLANNING

Planning is nothing but using the available assets for the effective implementation of the Production plans. After the preparing the plans, people are grouped together to achieve organizational objectives.

It involves problem solving and decision making. Management has to prepare for short term strategy and measure the achievements, while the long term plans are prepared to develop the better and new products, services, expansion to keep the interest of the owners.

NEED OF MANPOWER PLANNING

Manpower Planning is two – phased process because manpower planning not only analysis the current human resources but also makes manpower forecasts and thereby draw employment programs. Manpower Planning is advantages to firm in following manner:

1. Shortages and surpluses can be identified so that quick action can be taken wherever required.
2. All the recruitment and selection programs are based on manpower planning.

3. It also helps to reduce the labor cost as excess staff can be identified and thereby overstaffing can be avoided.
4. It also helps to identify the available talents in a concern and accordingly training programs can be chalked out to develop those talents.
5. It helps in growth and diversification of business. Through manpower planning, human resources can be readily available and they can be utilized in best manner
6. It helps the organization to realize the importance of manpower management which ultimately helps in the stability of a concern.

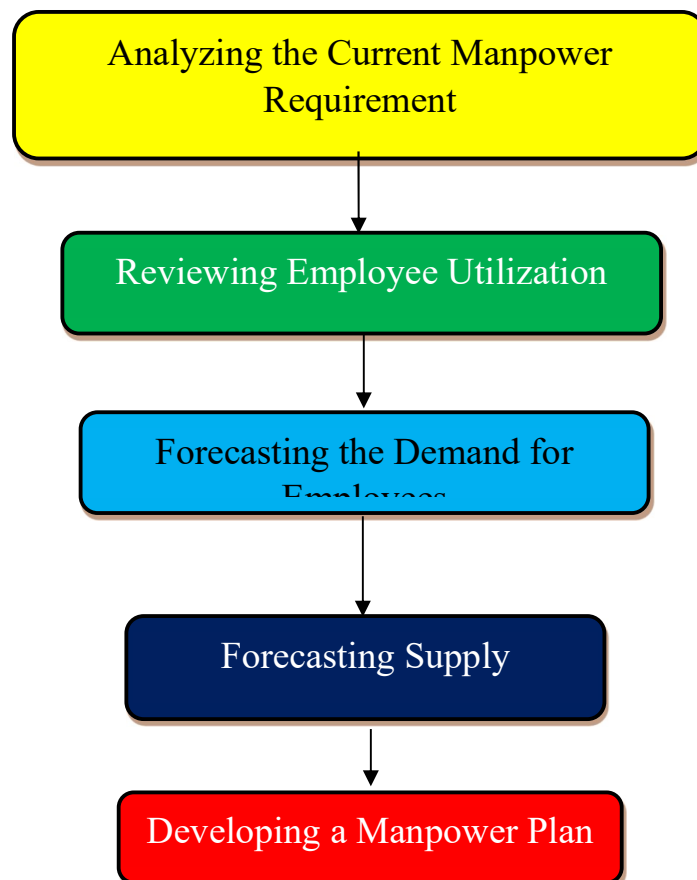
Advantages of Manpower Planning

Manpower Planning ensures optimum use of available human resources.

1. It is useful both for organization and nation.
2. It generates facilities to educate people in the organization.
3. It brings about fast economic developments.
4. It boosts the geographical mobility of labor.
5. It provides smooth working even after expansion of the organization.
6. It opens possibility for workers for future promotions, thus providing incentive.
7. It creates healthy atmosphere of encouragement and motivation in the organization.
8. Training becomes effective.
9. It provides help for career development of the employees.

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PROCESS OF MANPOWER PLANNING



IMPORTANCE OF MANPOWER PLANNING



1. Planning is concerned with coordinating, motivating and controlling of the various activities within the organization.
2. The basic purpose of the management is to increase the production, so that the profit margin can be increased.
3. Manager has to guess the future business and to take timely and correct decision in respect of company objectives, policies and cost performance.
4. The plans need to be supported by all the members of the organization. Planning is making a decision in advance what is to be done.
5. Productivity level increases when resources are utilized in best possible manner.

COMPANY PROFILE

COMPANY PROFILE



TATA GROUP-Leadership with trust

TATA MOTORS Company established in 1945. A Tata motor is part of the use 100 billion. Tata group founded by “Jamshedji Tata” in 1968. In this company under the employee’s strength is 60000 and company turnover is 42 billion dollars. This company under 6600 sales and services points Tata motors provided highly manpower requirement to the peoples.

TATA group’s main interest was to attract and hire these individuals within a six-month period of time. The decision was made to assess applicant based on a number of variables relating to the ability to communicate coherently, follow direction, math and language aptitude and good manual. Prior to the interview process no. specific tools were identified that were thought would adequately assess applicant and then allow for selection of individuals that would be interviewed for the production associate position. The initial step of the process reviewed the submitted cover

letter and resume of an applicant for communication skills, ability to follow directions, education work force recruitment 13 level, work history and community involvement. Individuals to make the criteria were then referred for an assessment of math language and dexterity skill.

This paper researched three areas, the importance of employee's basic skills and use of pre-employment assessment confirm these skill and recruitment and selection of quality workforce. Studies have shown that pre- employment assessment is one of the most successful tools for job applicant's probable job performance. Basic skills are critical for prospective employs to process to aid their employers need to be competitive in today's ever-changing market. A quality workforce is vital for companies to develop and succeed. Therefore, having an appreciation of the process of requirement and selection for a quality workforce is essential.

The issues researched were all crucial in the development of the recruitment and assessment process implemented by workforce resource Inc., for Tata motors workforce need. For TATA Motors workforce building a company and hiring a new workforce can be every challenging, especially when the need is to hire several hundred people over a five-month period. With an average unemployment rate of 3.0% building a workforce in the CHINNCHWAD is a great challenge.

There is a drawback to utilizing such as assortment of resources, applicant is attracted that may not have the skills necessary for the position, thus make the selection process difficult and challenging. Quality employees are keys for a company to grow, manufacture a quality product, and remain stable in the market. Selection process depend on the employee knowledge, skill and ability of your employees are crucial and will contribute to the growths and workforce recruitment

15 prosperity of the company. In the selection process of a new employee is it important to determine the most desirable skills for the future workforce.

According to a study conducted by the Indian Society for training and Development in conjunction with the Indian Department of Labor, there are specific skill an employer is looking for when recruiting and selecting quality employees. There is drawback to utilizing such an assortment of resource, applicant is attracted skill, make the selection process difficult and challenging. These skills include applicants who portray an interest in learning, demonstrate good communication skill have the ability to problem solve, portray a high self-esteem; Show motivation and understand the importance of teamwork.

TATA Group is a private conglomerate with headquarters at Mumbai. The TATA group comprises over 96 operating companies in seven business sectors communications and information technology, engineering, materials, services, energy, consumer products and chemicals. The group has operations in more than 80 countries across six countries, and its companies export products and services to 85 countries.

The total revenue of TATA companies, taken together, was \$67.4 billion (around Rs.319,534corer) in 2009-10, with 57 per cent of this coming from business outside India. TATA companies employ around 395,000 people worldwide. The TATA name has been respected in India for its adherence to strong values and business ethics.

Every TATA company or enterprise operates independently. Each of these companies has its own board of directors and shareholder, to whom it is answerable. The charitable trust of TATA holds 65.8% of the ownership of TATA group. There are 28 publicly listed TATA enterprises and they have a combined market capitalization of about \$95.45 billion (as on February 24, 2011) and a

shareholder base of 3.5 million. The major TATA companies are TATA Steel, TATA Motors, TATA Consultancy Services (TCS), TATA Power, TATA Chemicals, TATA Global Beverages, Indian Hostels and TATA Communications.

TATA MOTORE LIMITED formerly known as TELCO (TATA Engineering and Locomotive Company) is a multinational corporation Headquarter in Mumbai India.

TATA Motors Limited is India's largest automobile company, with consolidated revenues of RS.92.519. Corers (USD 20 billion) in 2009-10. It is the leader in commercial vehicles in each segment, and among the top three in passenger vehicles with winning products in the compact, midsize car and utility vehicle segments. The company is the world's fourth largest truck manufacturer, and the world's second largest bus manufacturer.

The company's 24000 employees are guided by the vision to be "Best in the manner in which we operate, best in the products we deliver, and best in value system and ethics".

Established in 1945, TATA Motors presence indeed cuts across the length and breadth of India. Over 5.9 million TATA vehicles ply on Indian roads, since the first rolled out in 1954. The Company's manufacturing base in India is spread across Jamshedpur (Jharkhand), Pune (Maharashtra), Lucknow (Uttar Pradesh), Pant Nagar (Uttarakhand) and Dharwad (Karnataka).

Personal management is productive exploitation of manpower resources. This is also termed as 'Manpower Management'. Manpower Management is choosing the proper type of people as and when required. It also takes into account the upgrading in existing people. Manpower Management starts with manpower planning. Every manager in an organization is a personal man, dealing with people.

MILESTONE OF TATA MOTORS

The TATA group is one of India's, largest and most respected business conglomerates. The groups businesses are spread over seven business sectors.

Foundation (1868-1931)

Consolidation (1932-1989)

Expansion (1990 onwards)

1945 - Tata Engineering and Locomotive Co. Ltd. were established to manufacturer locomotives and other engineering products.

1954 - Tata launched its first Mercedes Benz diesel truck, Telco.

1977 - First commercial vehicle manufactured in Pune.

1986 - Production of first light commercial vehicle, TATA 407, indigenously designed followed by TATA 608.

1989 - Introduction of the Tata mobile 206 - 3rd LCV model.

1991 - Launch of the 1st indigenous passenger car Tata Sierra.

1994 - Launch of Tata Sumo - the multi utility vehicle. Launch of LPT 709 - a full forward control, light commercial vehicle.

1995 - Mercedes Benz car E220 launched.

1996 - Tata Sumo deluxe launched.

1997 - Tata Sierra Turbo launched.

1998 - Tata Safari - India's first sports utility vehicle laughed INDICA, India's first fully indigenous passenger car launched.

2000 - Launch of CNG buses.

2001 - Launch of CNG Indica, Launch of the TATA Safari EX.

2002 - Patrol version of indica V2 launched, launch of the EX-series in commercial vehicles launch of the TATA Sumo '+' series.

2003 - Launch of the TATA Safari Limited Edition on 29th July, J.R.D. Tata's birth anniversary, TATA engineering becomes TATA Motors Limited.

2004 - Tata motors acquire Daewoo Commercial Vehicle Company, South Korea.

2005 - Tata Ace, India's first mini truck launched. Branded buses and coaches- Star bus and Globus- launched.

2007 - Latest common rail diesel offering the Indica V2 Decor, launched.

2008 - Launch of the new Sumo - Sumo Grande, which combines the looks of an SUV with the comforts of a family car. TATA Motors unveils its people's car NANO, at the ninth Auto Expo, Xenon 1- ton pickup truck launched in Thailand.

2009 - Tata Motors launches the Sumo Grande MK 2. Launch of premium luxury vehicles Jaguar XF, XFR and XKR and Land Rover Discovery 3, Range Rover Sport and Range Rover from Jaguar and Land Rover in India. First Jaguar Land Rover showroom opens in India.

2010 - Tata Motors passenger car division launches 'TATA Motors Service Edge' for leading edge customer services.

2011 - The TATA NANO begins international journey in Shrilanka and Bangladesh new TATA Indica Vista launched. Tata motors complete 50 years of its International Business.

2012 - Tata Motors enters Bangladesh's new car market, launch of PT. Tata Motors Indonesia, Tata motors enters into distribution agreement in Myanmar.

2013 - TATA motors launch the world - class range of Tata PRIMA trucks in Shrilanka.

2014 - TATA Motors launched the all-new car the classy sedan-Zest and Bolt showcase the new DNA in 'New Delhi'.

Launching F-Tronic automated manual transmission technology for Zest first- class for compact sedan.

2015 – Tata Motors launches its new Sigma range of commercial vehicles.

Tata Motors launched of its 100000th Tata ACE Zip at Dharwad in Karnataka.

2016 – Tata motors has to be launch of the Tata Tiago.

2017- Tata motors announced the launch new Tata Ace XL range of small commercial cargo vehicles.

2018- Tata motors are set to launch the production version of the 45 X that was displayed at the 2018 Delhi Auto Expo which will be their premium hatchback offering in the country.

2019- Tata Harrier, it was launched on 23 January 2019.

ABOUT PUNE PLANT

The PUNE unit is spread over two geographical regions - PIMPRI (800 acres) and CHINCHWAD (130 acres). It was established in 1966 and has a Production Engineering Division, which has one of the most versatile tools making facilities in the Indian sub-continent. It houses a vehicle manufacturing complex which is one of the most integrated automotive manufacturing centers in the country producing a large variety of individual items and aggregates. It is engaged in the design and manufacture of sophisticated press tools, jigs, fixtures, gauges, metal pattern and special tools, as well as models for the development of new ranges of automobile products.

The passenger car division in 'K' block executes the entire process of car manufacture over five shops - the engine shop, the transmission shop, press and body shops, paint shop and the trim and final assembly shop. The shops are fully automated ensuring that is minimum chance for error in the manufacturing processes. After the car is completely assembled, it goes through several checks like wheel alignment, side ship test, brake test, shower test and a short test run before it is ready for dispatch. All systems such as materials management, maintenance and other activities are computerized, enabling smooth operation and minimum inventory needs.

The electronics division is engaged in the production of a wide variety of machine tool controllers, PLCs, test rig instrumentation, servomotors, proximity switches. In addition, it has developed a number of components such as flashers, horns, timers that are used in Tata Motors vehicles.

Industry experts rate the fully automated foundries at Chinchwad and Maval among the best worldwide. The Iron Foundry at Chinchwad produced 37000 tons of high precision casting in 2006-07 while the Iron Foundry at Maval produced 14000 tons of spheroid Iron casting 2006-07.

These include Cylinder Blocks, Cylinder Heads, Gear Box Housing, etc. To dispense with the need for outsourcing, an Aluminum Foundry with an annual capacity of 3300 tones has been established.

TATA MOTORS in International Market

TATA Motors is also expanding its international footprint to establish through exports since 1961.

The company's commercial and passenger vehicles are already being marketed in several countries in **Europe, Africa, the Middle East, South East Asia, South Asia and South America.**

It has **franchisee/joint venture** assembly operations in **Bangladesh, Ukraine and Senegal.**

TATA Motors, the first company from India's engineering sector to be listed in the **New York Stock Exchange (September 2004),** has also emerged as an international automobile company.

ACQUIRING FIRM

- **Jaguar Land Rover**, a business comprising the two iconic British brands that was acquired in 2008.
- **In 2005**, TATA Motors acquired a **21% stake in Hispano Carrocera**, a reputed Spanish bus and coach manufacturer and subsequently the remaining stake in 2009.
- **In 2004**, it acquired the **Daewoo Commercial Vehicles Company, South Korea's second largest truck maker.**

JOINTVENTURE

- **In 2006, TATA Motors formed a joint venture with the Brazil based MARCOPOLO, a global leader in body- building for buses and coaches** to manufacture fully- built buses and coaches for India and select international markets.
- **In 2006, TATA Motors entered into joint venture with Thornberry Automotive Assembly Plant Company of Thailand** to manufacture and market the company's pickup vehicles in Thailand.

New Plant Production

- The new plant of TATA Motors (Thailand) has begun production of the Xenon pickup truck, with the Xenon having been launched in Thailand in 2008.
- In January 2008, TATA Motors unveiled its people's car, the TATA NANO, which India and the world have been looking forward to the TATA NANO has been subsequently launched, as planned in India in March 2009. The standard version has been priced at Rs.100000 (excluding VAT and transportation cost).
- In 2005, TATA Motors created a new segment by launching the TATA ACE, India's first indigenously developed mini- truck.
- In May 2009, TATA Motors introduced ushered in a new era in the Indian automobile industry, in keeping with its pioneering tradition, by unveiling its new range of world standard trucks called Prima.

Eco-Friendly Environment

Tata Motors are equally focused on environment - friendly technologies in emissions and alternative fuels. It has developed electric and hybrid vehicles both for personal and public transportation. It has also been implementing several environments - friendly technologies in manufacturing processes, significantly enhancing resource conservation. Through its subsidiaries, the company is engaged in engineering and automotive solutions, construction equipment manufacturing, automotive vehicles components manufacturing and supply chain activities, machine tools and factory automation solutions, high precision tooling and plastic and electronic components for automotive and computer applications, and automotive retailing and service operations.

Improvement in QUALITY OF LIFE

TATA Motors is committed to improving the quality of life of communities by working on four thrust areas employability, education, health and environment. The activities touch the lives of more than a citizen. The company's support on education and employability is focused on youth and women.

They range from schools to technical education institutes to actual facilitation of income generation. In health, our intervention is in both preventive and curative health care. The goal of environment protection is achieved through tree plantation, conserving water and creating new water bodies and last but not the least, by introducing appropriate technologies in our vehicles and operations for constantly enhancing environment care.

DIVISION IN TATA MOTORS

- Production Engineering Department (P.E)
- Engineering Research Center (ERC)
- Auto Division, PIMPRI
- Productivity System Division (PSD)
- Ancillary Development Department (ADD), PIMPRI
- Foundry at CHINCHWAD &MAVAL
- Central Quality Assurance
- Human Resource Division
- Central Tool Engineering Department
- Ancillary product Department
- Electronics Division
- Central Plant Engineering Department (CPED)
- Auto Projects
- Special Production Shop at H Block
- TAL (Growth Division, MTD)
- Management Services Division (MSD)
- Training Division

Working Block (Unit) at TATA MOTORS, PIMPRI PLANT

- HR - Human Resource Department
- ERC - Research Department
- A Block - Training Division
- B Block - Production Engineering
- C Block - Transmission Division
- D Block - Truck Chassis & Engine Shop
- E Block - Press, Print & Frame Assembly
- H Block - Special Production Shop, Assembly for 407/709
- I Block - Administration Centre
- J Block - MUV, SUV & Pick- up Vehicle Factory
- K Block - Passenger Car Plant

VISION -

To be a world class corporate constantly furthering the interest of all its stakeholders.

MISSION towards Employees –

To create a seamless organization that incubates & promote innovation, excellence & the TATA core values.

PURPOSE -

To create economic assets for road transportation for bulk movement of goods and people and participate in managing these over the life of assets in order to create and capture in economic value.

METHODS FOLLOWED BY “TATA MOTORS”

OPTIMAL FAMILY SIZE TECHNIQUES (OFS)

These are two techniques followed by TATA MOTORS for manpower planning which is called as optimal family size techniques.

- Volume and productivity-based manpower workout for **Blue Collar** Employees:

It includes operator level employees.

- Volumes based manpower is define as a people required for different setup of engines and productivity-based manpower is define as a performance of employees.

- Example for volume-based manpower:

Part Assembly and Tasting: 75

Manpower: 83

- Activity, Project based manpower workout for **White Collar** Employees.
- It includes Staff and Manager level employees. Activity, Project based manpower is define as if there is new project or new activity will be introduced in a department or in a company then it requires new qualified manpower.
- Ex: New product Development and Size of the project.

Products and Services Provide by TATA MOTORS

Tata Motors provide the products to customers. This product provides are the type of hatchback, sedans, trucks, transportation vehicles and utility vehicles. Such as India, Indigo, Zika, Safari and Xenon etc.

Tata Motors groups provide the better facilities and services. Such as overview, customer care, finance and insurance, preowned vehicles etc. This company through the employee's finance and insurance service for security to vehicles, better merchandise accessories and corporate & institutional sales to provide the customers.

PROCESS FOLLOWED BY TATA MOTOR

MANPOWER PLANNING PROCESS IN “TATA MOTORS”:

Inputs Coming From.....

- BU Strategy
- Make Vs Buy
- Benchmarking
- HR Plans
- Sales & Production Plan & Productivity
- New Project Requirement
- Job Profile
- Current Manpower

Various Methods & Practices

- Various Function / Departments is reviewed every year based on inputs
- Prepare Wage Bill
- Monthly review on Manpower
- Manpower development to needy areas to bridge the gap between manpower available & required
- Arrange Training through HR
- Manage additional workforce requirement
- Recruitment types
- Hiring & Introduction
- Review the Process

↓

Key Steps in Process

- Review access Manpower Requirement
- Redevelopment / Redistribution/ Recruitment
- Hiring & Induction
- Review the process

Output Integrated With.....

- New structure, Work Reorganization proposal
- Manpower Plan
- Recruitment & Hiring Plan
- Wage Bill

Performance Measure Unite

Efficiency

- Budget Vs Actual Wage Bill Rs
- Cost Per Hire Rs
- Lead Time of Recruitment Days
- Overall Productivity
Eq./Man/Yr

Effectiveness

- Value added per unit wage bill Unit

OBJECTIVES OF THE STUDY

OBJECTIVES

1. To utilize an able and motivated work force, to achieve organizational goals.
2. To undertake the qualitative manpower planning and achieve operational and mission objectives.
3. To Relate manpower planning and manpower resources in achieving economic objectives.
4. To study the recruitment and assessment criteria used in making decisions for Tata Motors.
5. To explore job enrichment and job rotation mechanism in company.

LIMITATIONS OF THE STUDY

1. Scope of study is limited to one factory of tata Motor.
2. Limited time & resources were also one of the constraints.
3. Manpower Planning process was studied only for the one year.

Review of Literature

Review of Literature

Shinde Govind P. & Dubey Manisha (2011) the study has been conducted considering the segments such as passenger vehicle, commercial vehicle, utility vehicle, two and three-wheeler vehicle of key players performance and also analyze SWOT analysis and key factors influencing growth of automobile industry.

• **Sharma Nishi (2011)** studied the financial performance of passenger and commercial vehicle segment of the automobile industry in the terms of four financial parameters namely liquidity, profitability, leverage and managerial efficiency analysis for the period of decade from 2001-02 to 2010-11. The study concludes that profitability and managerial efficiency of Tata motors as well as Mahindra & Mahindra ltd are satisfactory but their liquidity position is not satisfactory. The liquidity position of commercial vehicle is much better than passenger vehicle segment.

• **Singh Amarjit & Gupta Vinod (2012)** explored an overview of automobile industry. Indian automobile industry itself as a manufacturing hub and many joint ventures have been setup in India with foreign collaboration. SWOT analysis done there are some challenges by the virtue of which automobile industry faces lot of problems and some innovative key features are keyless entry, electrically controlled mechanisms enhanced

driving control, soft feel interiors and also need to focus in future on like fuel efficiency, emission reduction safety and durability.

• **Zafar S.M.Tariq & Khalid S.M (2012)** the study explored that ratio are calculated from financial statements which are prepared as desired policies adopted on depreciation and stock valuation by the management. Ratio is simple comparison of numerator and a denominator that cannot produce complete and authentic picture of business.

RESEARCH AND METHODOLOGY

Research Methodology

- **Exploratory Research**

Exploratory research is a type of research conducted for a problem that has not been clearly defined. Exploratory research helps determine the best research design, data collection method and selection of subject. It should draw definitive conclusion only with extreme caution. Given its fundamental nature, exploratory research often concludes that a perceived problem does not actually exist.

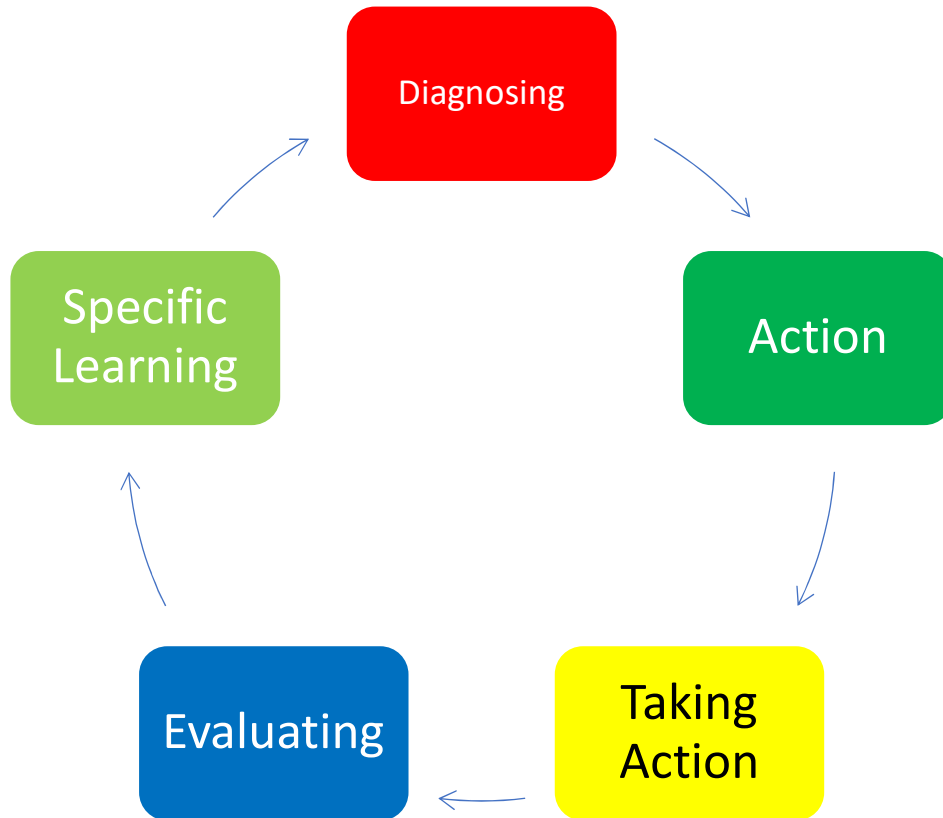
- **Constructive Research**

Constructive research is perhaps the most common computer science research method. This type of approach demands a form of validation that doesn't need to be quite as empirically based as in other types of research like exploratory research.

- **Empirical Research**

Empirical research is a way of gaining knowledge by mean of direct observation or experience, Empirical evidence (the record of one's direct observations or experiences) can be analyzed quantitatively or qualitatively.

Process of Research methodology



HYPOTHESIS

A hypothesis is a tentative statement about the relationship between two or more variables. It is specific, testable prediction about what you expect to happen in a study.

Hypothesis can also be divided as

(1) Null Hypothesis

(2) Alternative Hypothesis.

In line with the problem of this study has following hypothesis.

1. **H₀**: There is no association between manpower planning, Recruitment & development of organization.
2. **H₁**: There is strong association between manpower planning and recruitment with business development.

SOURCES OF DATA

These are two types of Research Methodology

- **Qualitative Method**

Qualitative research helps to gain insight into people's behaviors, value systems, motivations, culture or lifestyles, and how these attributes have a role to play in decision and policy making, communicating, and conducting research.

Approaches of Qualitative Research

Direct Observation: In direct observation method, there is no participatory involvement on the observer's part. The observer is more a part of the background and is as unobtrusive as possible. As there is no direct participation, the observations are more detached. The researcher is watching, and making notes for future use.

Interviews: Interviewing involves direct interaction between the researcher and a respondent or group. There are two types of interviews; structured and unstructured. Structured interviews are carefully worded questionnaires and don't allow much scope to deviate from it. Unstructured interviewing is more informal, as compared to the former. It allows more exploration and deviation in its approach, which is useful for exploring a subject more broadly.

Participant Observation: This method for qualitative research is highly dependent on the researcher's ability to blend and extract information by being part of an inventor group. This

method requires the researcher to become an active participant, while observing. It aims to gain a close insight of individuals or social groups and their practices through an intensive participation with them, in their natural environment, and often requires months or years to collect the required data for analysis.

- **Quantitative Method**

In the social sciences, quantitative research refers to the systematic empirical investigation of quantitative properties and phenomena and their relationships. The objective of quantitative research is to develop and employ mathematical models, theories and/ or hypotheses pertaining to phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships.

Quantitative research is generally made using scientific methods, which can include:

1. The generation of models, theories and hypotheses.
2. The development of instrument and methods for measurement.
3. Experimental control and manipulation of variables.
4. Collection of empirical data.
5. Modeling and analysis of data.
6. Evaluation of results.

DATA COLLECTION

Data Collection

1. Project is based on Qualitative & Quantitative Analysis.
2. Information gathering: Collection of Primary & Secondary Data.

PRIMARY DATA: It comprises of the data which is collect through the questionnaires filled by the respondents.

SECONDARY DATA: The secondary data for the research have been collected from various sources which include websites, Journals, Books, Articles and also from the usage of the internet facility.

SAMPLE SIZE: -

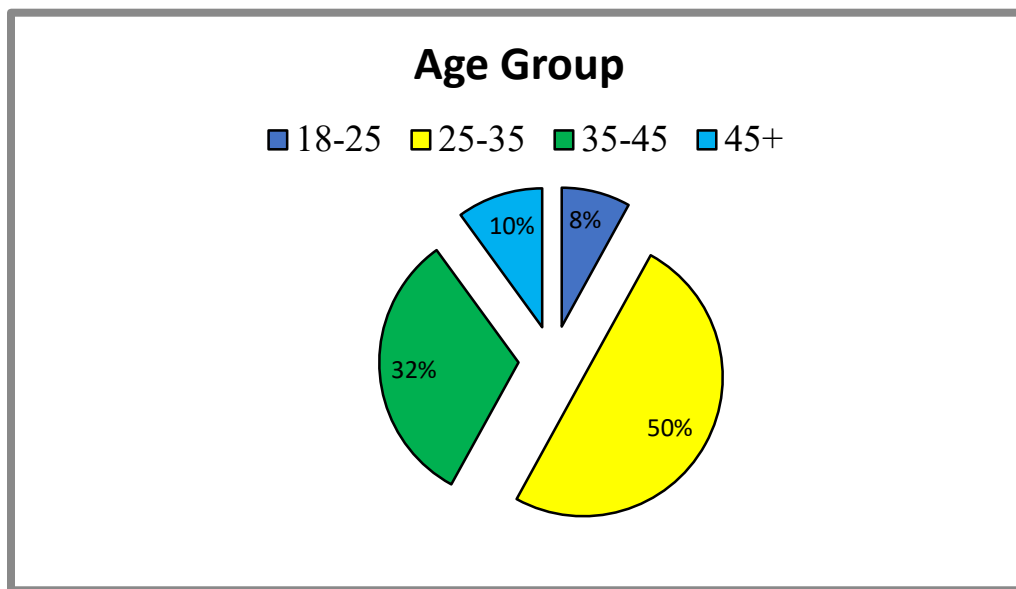
Sampling size for this survey was least 50 workers.

DATA ANALYSIS
AND
INTERPRETATION

DATA ANALYSIS AND INTERPRETATION

Que.1 Which types of age group do you prefer for operating the engines?

Age group	No. of Respondents	Percentage
18-25	4	8%
25-35	25	50%
35-45	16	32%
45+	5	10%



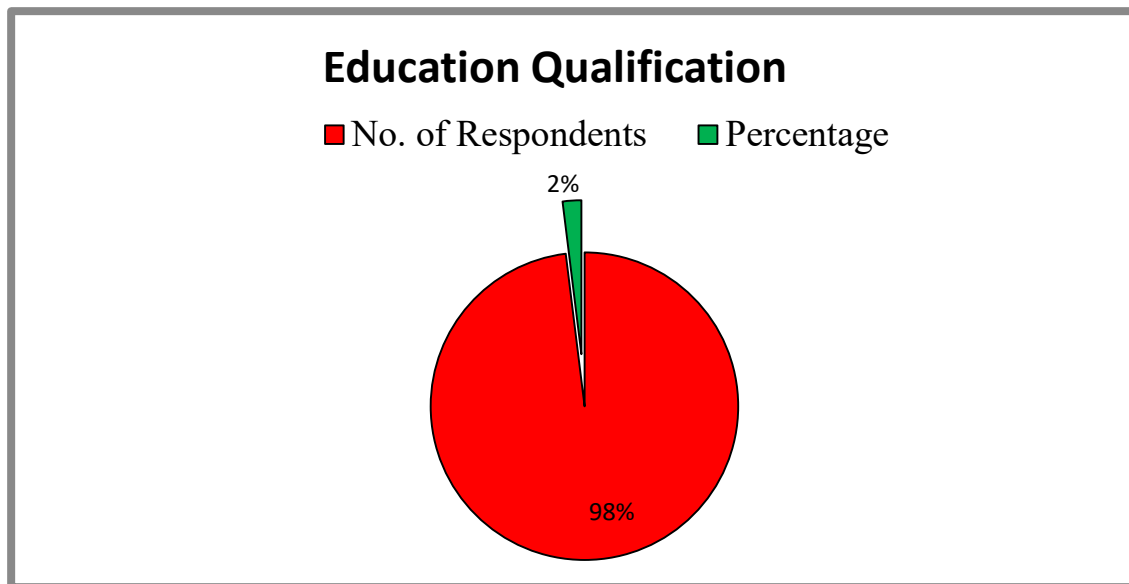
Interpretation:

For manpower planning employee's age group takes an important role for manpower planning.

According to 8% respondent are prefer 18-25 age group, 50% respondent are preferring 25-35 age group, 32% respondent are preferring 35-45 age group, 10% respondent are preferring 45+ age group.

Que.2 What is the education qualification requirement for the operator?

Education Qualification	No. of Respondents	Percentage
Diploma Holder	37	74%
ITI Holder	13	26%



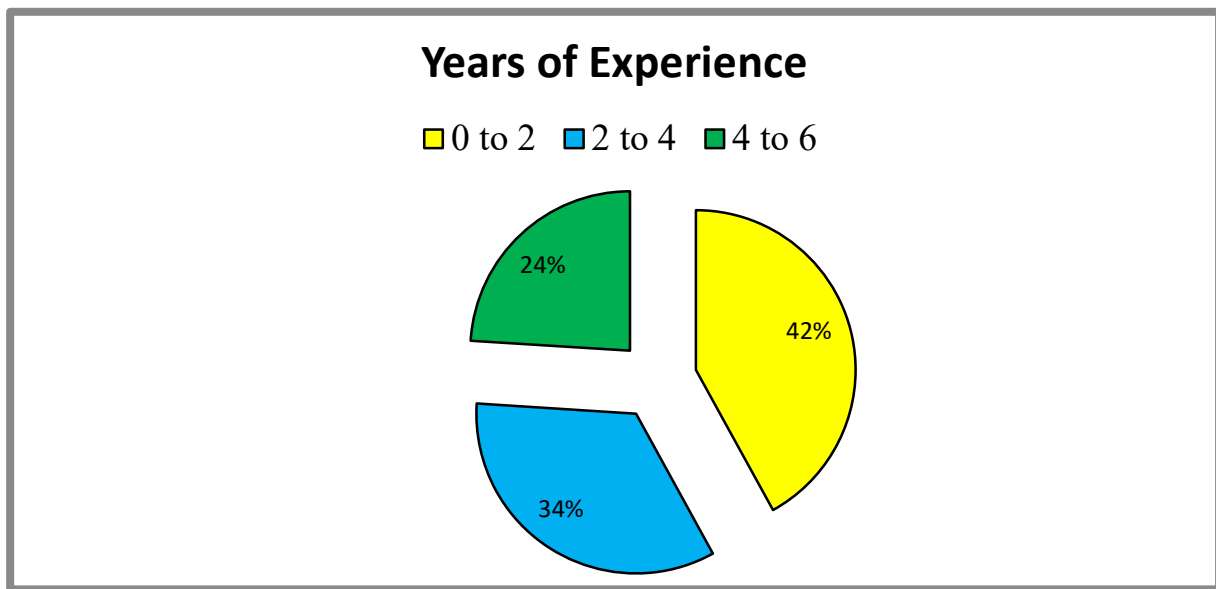
Interpretation:

From the data collection it revealed that they preferred qualified people.

According to 74% respondent said that operator should be diploma holder, 26% respondent said that operator should be ITI holder.

Que.3 What is the minimum years of experience that you would require for operator?

Years of Experience	No. of Respondents	Percentage
0 to 2	21	42%
2 to 4	17	34%
4 to 6	12	24%



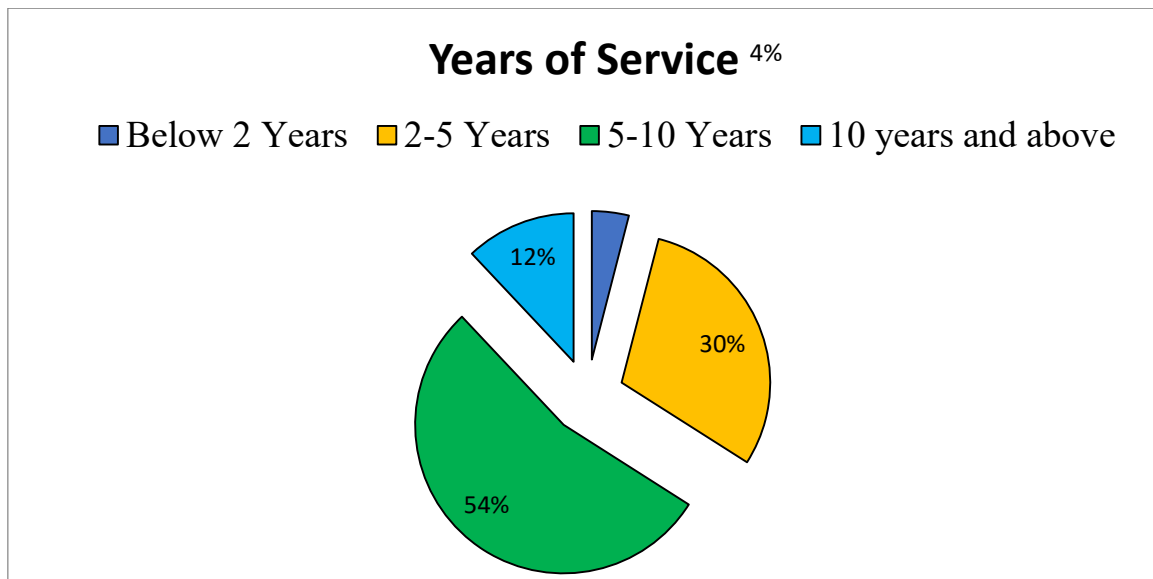
Interpretation:

TATA MOTORS preferred experienced candidates for operator level.

According to 42% respondent prefer 0-2 years of experience, 32% of respondent 2-4 years of experience and 24 % of respondent 4-6 years of experience for operator level employees.

Que.4 How long have you been with Tata Motors? (In Year)

Years of Service	No. of Respondents	Percentage
Below 2 Years	2	4%
2-5 Years	15	30%
5-10 Years	27	54%
10 years and above	6	12%

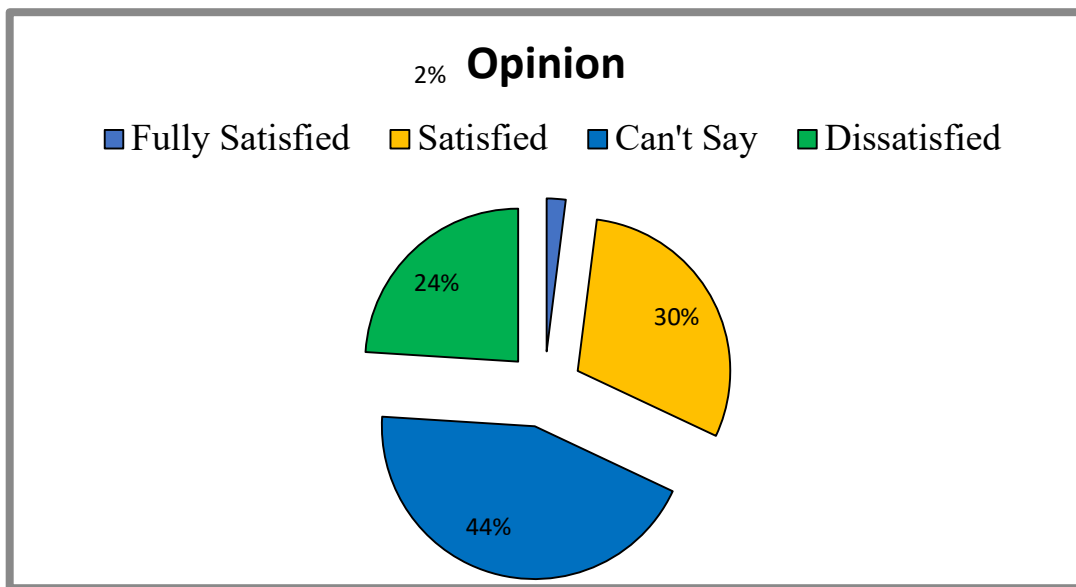


Interpretation:

From the above pie chart, we conclude that the maximum year of service of the employees of Tata Motors in Nagpur is maximum between 5-10 years (i.e., 54%) and minimum is below 2years (i.e., 4%).

Que.5 What is the employee's opinion as to the present manpower requirement system?

Opinion	No. of Respondents	Percentage
Fully Satisfied	1	2%
Satisfied	15	30%
Can't Say	22	44%
Dissatisfied	12	24%

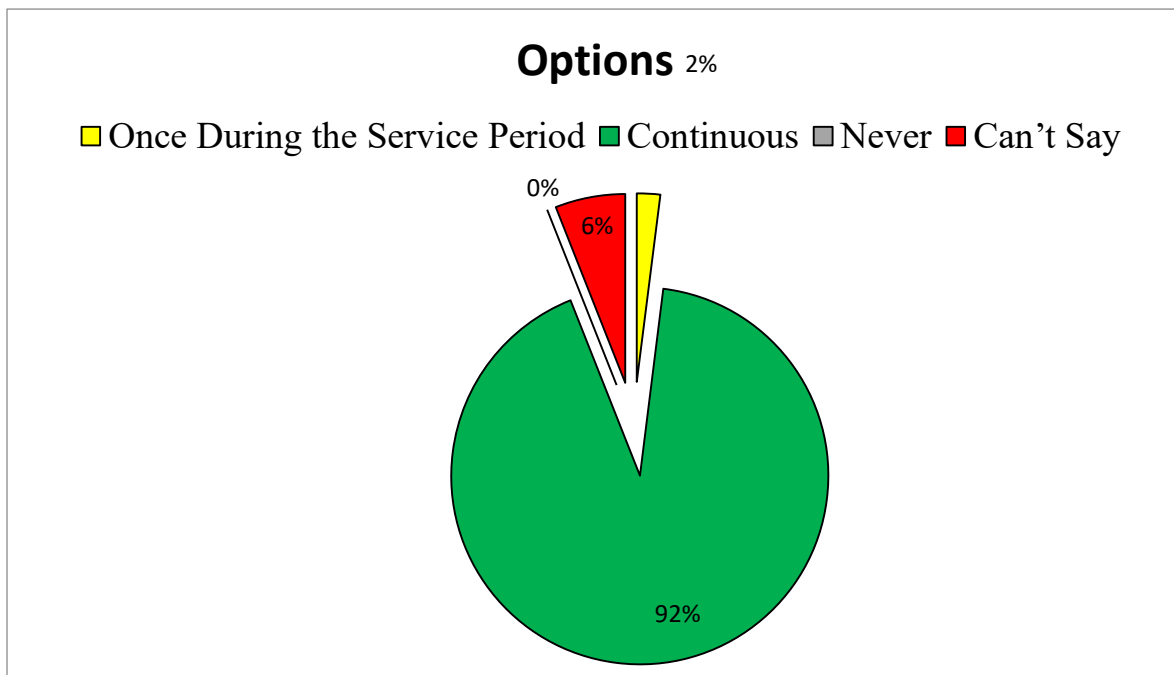


Interpretation:

From the above pie chart, we conclude that maximum employees are satisfied with the present manpower requirement system (i.e., 44%) and minimum (i.e., 2%) are dissatisfied.

Que. 6 What is the employee perception as to the frequency of manpower requirement?

Options	No. of Respondents	Percentage
Once During the Service Period	1	2%
Continuous	46	92%
Never	0	0%
Can't Say	3	6%

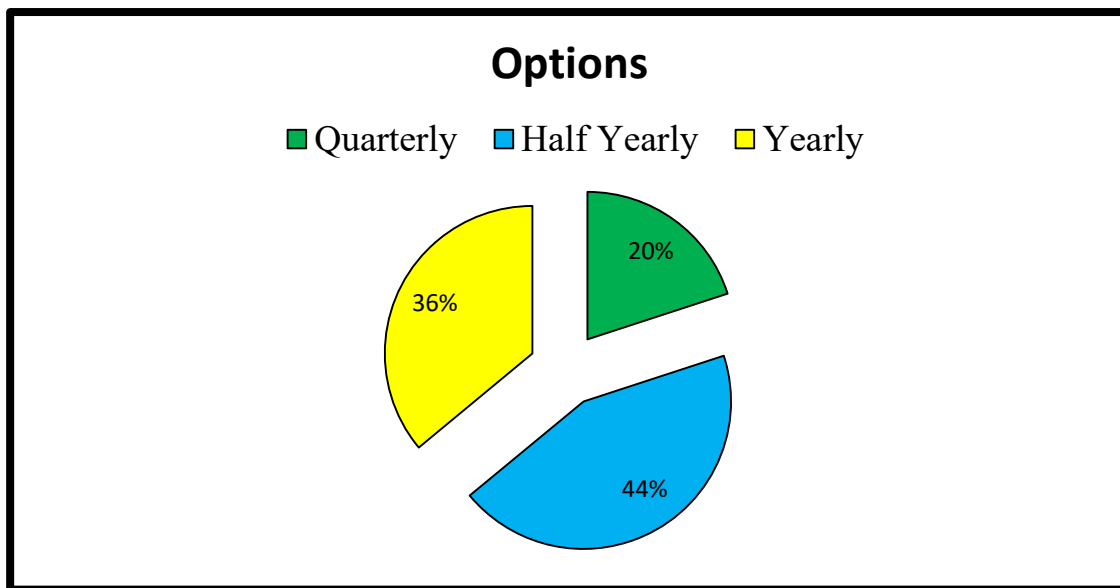


Interpretation:

From the above pie chart, we find that the maximum (i.e., 92%) of the employees think that the Frequency of manpower requirement must be continuous whereas minimum (i.e., 0%) none of the employees feel that Tata motors should not require.

Que.7 If continuous requirement – what should be the gap between two requirement period?

Options	No. of Respondents	Percentage
Quarterly	10	20%
Half Yearly	22	44%
Yearly	18	36%

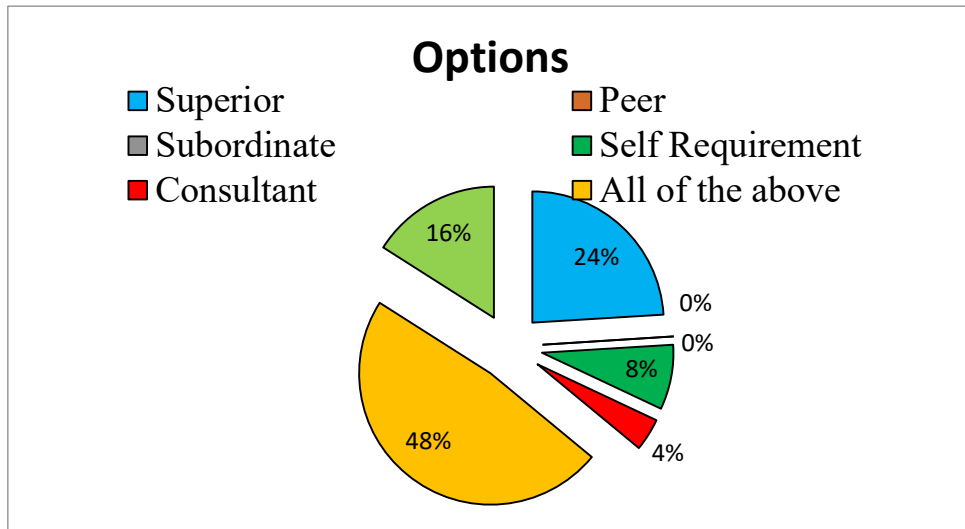


Interpretation:

From the above pie chart, we conclude that maximum (i.e., 44%) of the employees want to Consider manpower requirement half yearly whereas minimum (i.e., 20%) of them want it quarterly.

Que. 8 Who should do the requirement process?

Options	No. of Respondents	Percentage
Superior	12	24%
Peer	0	0%
Subordinate	0	0%
Self-Requirement	4	8%
Consultant	2	4%
All of the above	24	48%
Superior + Peer	8	16%

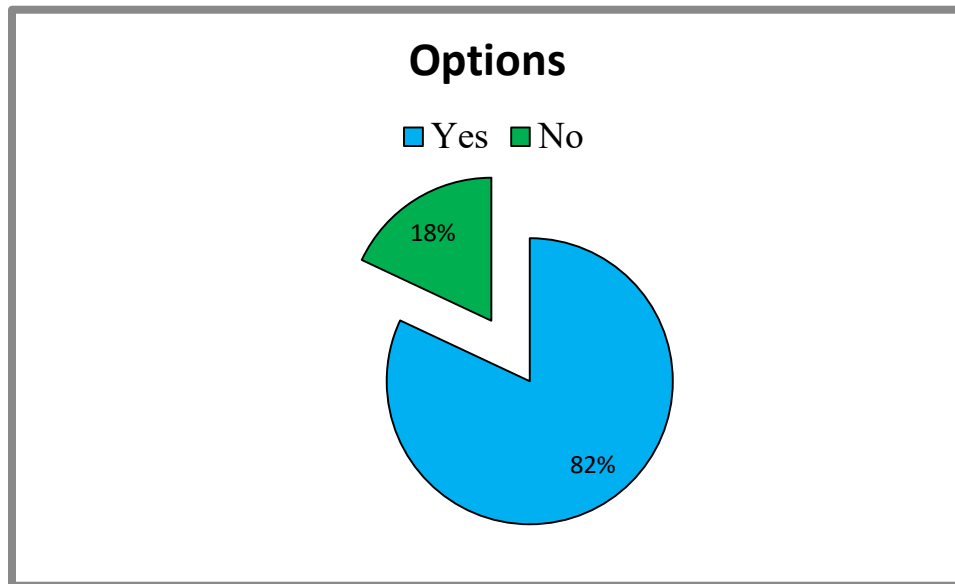


Interpretation:

From the above pie chart, we conclude that the maximum employees (i.e., 24%) want to get the requirement through superior, self-appraisal, consultant. Whereas none of them want to get it done from their peers and subordinates.

Que. 9 Do you think personal bias creeps in while requirement an individual employee?

Options	No. of Respondents	Percentage
Yes	41	82%
No	9	18%



Interpretation:

In the process of manpower requiring, both the parties are human being, that is, the one who is being required and the other who is requiring. Thus, there bound to be subjectivity involved, be it an objective way of requiring. Thus, when asked from among the sample size of 50 respondents, as huge as 82 % respondents that personal bias do creep in while requiring an individual. Hence, it is inevitable to say that personal likings do not come in the process of manpower requirement. It is the extent to which the manpower requirement manages it so that it does not become very partial and bias.

FINDINGS OF THE STUDY

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- 1) In my analysis around more than 90% people says that TATA MOTOR service is good and rest is people say no comment.
- 2) Manpower planning is important to the organization, because it helps the organization assess its future needs well in advance. This is how it ensures that the organization always has the right kind of people, in the right number, at the right time, and in the right place.
- 3) Managing change effectively: Manpower planning helps an organization keep up with the constant change that affects it in different environments, including the labor environment.
- 4) Realizing the goals of the organization: Many of the organization's goals can only be achieved through effective utilization of its human resources. Manpower planning helps an organization to achieve this.
- 5) Seeing as manpower planning is partly about forecasting the future, even an imperfect forecast is better than no forecast.

CONCLUSIONS

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Manpower planning plays a vital role in Human Resource activity of an organization. Human Resource is an asset to every organization. Manpower planning mainly involves determining the needs and supply of human resource and the available sources.

The organization should make Manpower Planning in such a way that it should satisfy both organization and employer at a higher level. It results in creating working environment and maintain better employee and employer relationship.

It is the human resources who contribute their time and expertise to the welfare of their organization. Thus, the process of manpower planning and staffing is crucial to the business development of an organization.

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-Gary Dressler

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ANNEXURE

QUESTIONNAIRE

PROFILING FORM

Name:

Age:

Qualification:

Que.1 Which types of age group do you prefer for operating the engines?

- a. 18-25
- b. 25-35
- c. 35-45
- d. 45+

Que.2 What is the education requirement for the operator?

- a. ITI
- b. Diploma
- c. Engineering
- d. Degree

Que.3 What is the minimum years of experience that you would require for operators?

- a. 0-2
- b. 2-4
- c. 4-6

Que.4 How much percentage of staff you would require for total manpower in all engine families?

- a. 2%
- b. 4%
- c. 5%
- d. 8%

Que.5 What is the employee's opinion as to the present manpower requirement system?

- a. 2%
- b. 30%
- c. 44%
- d. 24%

Que. 6 What is the employee perception as to the frequency of manpower requirement?

- a. Once during the Service period
- b. Continuous
- c. Never

- d. Can't Say

Que.7 If continuous requirement – what should be the gap between two requirement period?

- a. Quarterly
- b. Half Yearly
- c. Yearly

Que. 8 Who should do the requirement process?

- a. Superior
- b. Peer
- c. Subordinate
- d. Self-Requirement
- e. Consultant
- f. All of the above
- g. Superior + Peer

Que. 9 Do you think personal bias creeps in while requirement an individual employee?

- a. Yes
- b. No