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College, CIDCO, Nashik – 422008**

**“A STUDY ON PROSPECTUS OF
MANPOWER PLANNING”
IN
“COAL INDIA LIMITED”**

*Submitted in partial fulfillment of the requirement of
Master of Commerce,
Savitribai Phule Pune University*

Guided By
Prof. Manoj Gawale

Submitted By
Ankita Dilip Pawar

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CERTIFICATE

This is to certify that the work completed in this Project entitled "**A Study On Prospectus Of Manpower Planning In Coal India Limited**" submitted for Post-Graduation Degree of Master in Commerce (M.Com) specialisation in Business Administration by **Ankita Dilip Pawar** was carried out under my supervision and guidance. Material obtained from other sources has been duly acknowledged for the Academic Year 2020-2021.

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DECLARATION

I **Ankita Dilip Pawar** would like to declare that the dissertation entitled **A Study On Prospectus of Manpower Planning in Coal India limited** submitted by me under guidance of **Prof. Manoj Gawale** in partial fulfillment of the requirements for the award of the degree of **Master in Commerce** is my original work and the conclusions drawn therein are based on the material collected by myself. I conclude that the project report done is based on the data collected by me and the report submitted is my own work.

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INDEX

Sr. No.	Contents	Page No.
1.	Introduction	1
2.	History	6
3.	Operation	7
4.	Objectives of Study	11
5.	Scope of Study	12
6.	Literature Review	20
7.	Research Methodology	24
	(i) Primary Data	24
	(ii) Secondary Data	24
8.	Data Analysis and Interpretation	25
	(i) Questionnaire	25
9.	Findings	40
10.	Conclusions	41
11.	Suggestions	42
12.	Bibliography	43

INTRODUCTION

Manpower planning is basically deals with coordinating, motivating and controlling of the various activities within the organization. It is no doubt, planning is the most essential factors for each and every organization. Without planning, no organization can fulfill its goals. Generally, Human Resource planning is also called manpower planning. Manpower Planning is the development of strategies to match the supply of manpower to the availability of jobs at organizational, regional or national level. Manpower planning involves reviewing current manpower resources, forecasting future requirements and availability, and taking steps to ensure that the supply of people and skills meets demand.

In the words of Stainer, “manpower planning is the strategy for the acquisition, utilization, improvement and preservation of organization human resources. It is aimed at coordinating the requirements for and the availability of different types of employees. Though the organization of men for managing a purpose is an age-old thing, the science of management is still in nascent stages. Manpower is a primary resource without which other resources like money, material etc. cannot be put to use. Even a fully automatic unit such as an unmanned satellite requires manpower to execute it and plan further improvements/activities. That is why man learned the use of manpower much before he learned to use other resources. In order to achieve a goal, manpower requirement needs to be assessed, located and harnessed. Manpower planning requires not only a simple assessment of the number of men required but also their categories and skills as well as their balanced allocation. Improper planning may lead to either over-staffing or under-staffing, both of which should be avoided. Over-staffing not only increases direct cost (salary) but adversely affects the cost of training, housing amenities etc., besides production cost. Under-staffing also affects production morale and, therefore, industrial relations.

Optimum manpower planning therefore assumes importance.

It should aim at:

1. Avoiding imbalances in distribution or allocation of manpower
2. Controlling the cost aspect of human resources
3. Formulating transfer and succession policy

Manpower planning is needed wherever production of goods and services is involved. It is an important factor of labor productivity and profitability of the enterprise. In an industrial undertaking this is done very carefully by-External agencies such as professional consultants and suppliers of plant and machinery for they have the knowledge of working of similar units. It is generally done in the initial stages or when internal agencies do not have the required expertise for manpower planning. Internal agencies such as the personnel department, industrial engineering, plant manager and finance department as all these agencies are interested in production, productivity, industrial relations and other aspects of manpower planning. Manpower Planning is the development of strategies to match the supply of manpower to the availability of jobs at organizational, regional or national level. Manpower planning involves reviewing current manpower resources, forecasting future requirements and availability, and taking steps to ensure that the supply of people and skills meets demand. Manpower Planning is estimating or

projecting the number of personnel with different skills required over time or for a project, and detailing how and when they will be acquired. Manpower planning in terms of human resource development is the skills, knowledge and capacities of all human beings actually or potentially available for economic and social development in the country. Manpower planning refers to optimal use of human resources. It is a procedure used in organizations to balance future requirements for all levels of employee with the availability of such employees.

Manpower planning is the rightsizing and achieving the balance of demand and supply of workforce. The penalties for not being correctly staffed are costly.

- i. Understaffing loses the business economies of scale and specialization, orders, customers and profits.
- ii. Overstaffing is wasteful and expensive, if sustained, and it is costly to eliminate because of modern legislation in respect of redundancy payments, consultation, minimum periods of notice, etc. Very importantly, overstaffing reduces the competitive efficiency of the business.

Manpower Planning is the process of systematically forecasting the future demand and supply for employees and the deployment of their skills within the strategic objectives of the organization. It is the process by which Management determines how the management should move from its current manpower to its desired manpower utilization.

Robert William Pollock, CEO, Drake International observed, “From this angle (critical path) comes the proposition that, to be effective, manpower planning most irrevocably is tied to corporate strategy, and the reasons for this are laid out and analyzed. There is also a hard-hitting assessment of management priorities, which might sound like heresy to some personnel managers. As we know deployment of capital is a critical, CEO’s decision is equally critical, if not more so, is the procurement and deployment of people resources.”

For the study of manpower planning, I have selected the organization as Central Coalfield Limited (CCL) which is situated in Ranchi, Jharkhand, India. Coal India Limited is an Indian company whose headquarter office in Kolkata, West Bengal. It is the largest coal producer in India. It has a workforce of about **37,000**. The company had **over 272 thousand employees** during financial year 2020.

The Coal India Management Trainee salary is in scale of pay of Rs. 50000-160000/- at the initial basic of 50000/- per month during the training period. Thus, it is a golden opportunity for candidates looking for government jobs. Candidates need to first check the Coal India eligibility criteria for the specific posts before the Coal India online registration. Go through the article to know about all the relevant information and how can you apply online for the posts.

Coal India Recruitment 2021 for Management Trainee

The details of Coal India recruitment details, let's have an interview of the exam.
Refer to the table below:

Exam Conducting Authority	Coal India Limited (CIL)
Name of the Post	Management Trainee
Total Vacancies	To be announced
Selection Process	Computer-Based Test (Paper I & II), Interview
Coal India MT Salary	Rs. 50,000 – 1,60,000/- per month
Posting	Anywhere in India
Mode of Application	Online
Official Website	coalindia.in

Coal India Eligibility Criteria – Educational Qualification

Disciplines	Essential Qualification
Mining, Electrical, Mechanical, Civil	BE/ B.Tech/ B.Sc (Engg.) in relevant branch of Engineering with minimum 60% marks.
Coal Preparation	BE/ B.Tech/ B.Sc (Engg.) in Chemical/Mineral Engineering with a minimum of 60% marks
Systems	BE/ B.Tech/ B.Sc (Engg) in Computer Science/ Computer Engg. / IT or MCA with minimum 60% marks.
Materials Management	Engineering Degree in Electrical or Mechanical Engineering with 2 years full-time MBA/ PG Diploma in Management with minimum 60% marks
Finance & Accounts	Qualified CA / ICWA
Personnel & HR	Graduates with at least two years full-time Post-Graduate Degree/ PG Diploma/Post-Graduate Program in Management with specialization in HR/ Industrial Relations/ Personnel Management or MHROD or MBA or Master of Social Work with specialization in HR (Major) from recognized Indian University / Institute with minimum 60% marks
Marketing & Sales	Recognised Degree with 2 years full-time MBA / PG Diploma in Management with specialization in Marketing (Major) from recognized Institute / University with minimum 60% marks.
Community Development	Minimum two years full-time Post-Graduate Degree or Post Graduate Diploma of two-year duration from a recognised University/Institute in Community Development/Rural Development/Community Organisation and Development Practice/ Urban and Rural Community Development / Rural and Tribal Development/Development Management / Rural Management with minimum 60% marks.

(OR)

Minimum 2 years Full time Post Graduate Degree (from recognized University/Institute) in Social Work with specialization-Community Development / Rural Development /Community Organization & Development Practice/Urban & Rural Community Development/ Rural & Tribal Development/Development Management with minimum 60% marks.

HISTORY

Coal mining in India had primarily been a private sector enterprise. This changed in September 1956 when the Government of India established its own coal company National Coal Development Corporation (NCDC). Collieries run by the Railways formed the nucleus of NCDC. This was to fulfill the fast growing energy requirements in the country to support rapid industrialization taking place through 5-year Plans of the Government. In the same year, Singareni Colliery Company, which was operating in Andhra Pradesh since 1920, was also brought under government control when the Central Government and Andhra Pradesh Government acquired its 45% and 55% shares respectively.

In 1971, the Government of India nationalized all the 214 coking-coal mines and 12 coke-ovens running in the private sector, excluding those held by TISCO and IISCO for their captive use. On 1 January 1972, a new Government company Bharat Coking Coal Limited (BCCL) was formed to take control of these nationalized mines and coke-ovens. Next year on 30 January 1973, all the remaining 711 non-coking coalmines of the country in private sector were also nationalized. 184 of these mines were handed over to BCCL, and remaining 527 were handed over to a newly opened department Coal Mines Authority. 4 months later on 14 June 1973, this department was converted into a separate Government company CMAL. NCDC, earlier formed in 1957, was merged with CMAL, and 45% share-holding of Central Government in Singareni Collieries Company Ltd was also handed over to CMAL. CMAL started functioning with its 4 divisions, viz, Eastern Coalfields, Central Coalfields, Western Coalfields, and Central Mine Planning and Design Institute.

By 1973, all coking coalmines were under BCCL, which was functioning as a subsidiary of Steel Authority of India Ltd (SAIL) under Department of Steel of the Ministry of Steel and Mines; and all non-coking coalmines were under CMAL, which was under Department of Mines of the Ministry of Steel and Mines. For better control, both BCCL and CMAL were brought on 11 October 1974 under the Department of Coal (now an independent Ministry) of the newly formed Ministry of Energy.

On 1 November 1975, a new public-sector company Coal India Limited (CIL) was formed to enable better organizational and operational efficiency in coal sector. All the 4 Divisions of CMAL were given the company status, and were brought under CIL along with BCCL. 45% share-holding of the CMAL in Singareni Collieries Company was also transferred to CIL, and CMAL was closed.

OPERATION

CIL is the largest coal producing company in the world. It produced 536.51 MT (million tonne) coal during FY2015-16. Coal India operates through 83 mining areas in 8 states in India. As on 1 April 2015, it has 430 coal mines out of which 175 are open cast, 227 are underground and 28 are mixed mines. Production from open cast mines during 2014-15 was 92.91% of total production of 494.24 MT. Underground mines contributed to 7.09% of production. CIL further operates 15 [coal washeries](#), out of which 12 are for [coking coal](#) and 3 are for non-coking coal with 23.30 MTY and 13.50 MTY capacities respectively. CIL's only [Low Temperature Carbonization Plant](#) of Dankuni Coal Complex is currently run on lease basis by its subsidiary SECL. In addition to above, it also manages 200 other establishments like workshops, hospitals, training institutes, mine-rescue setups, etc.

Subsidiaries

Coal India Limited (CIL) produces coal through seven of its wholly owned subsidiaries. These are:

[Eastern Coalfields Limited](#) (ECL),

[Bharat Coking Coal Limited](#) (BCCL),

[Central Coalfields Limited](#) (CCL),

[Western Coalfields Limited](#) (WCL),

[South Eastern Coalfields Limited](#) (SECL),

Northern Coalfield Limited (NCL),

[Mahanadi Coalfields Limited](#) (MCL) and

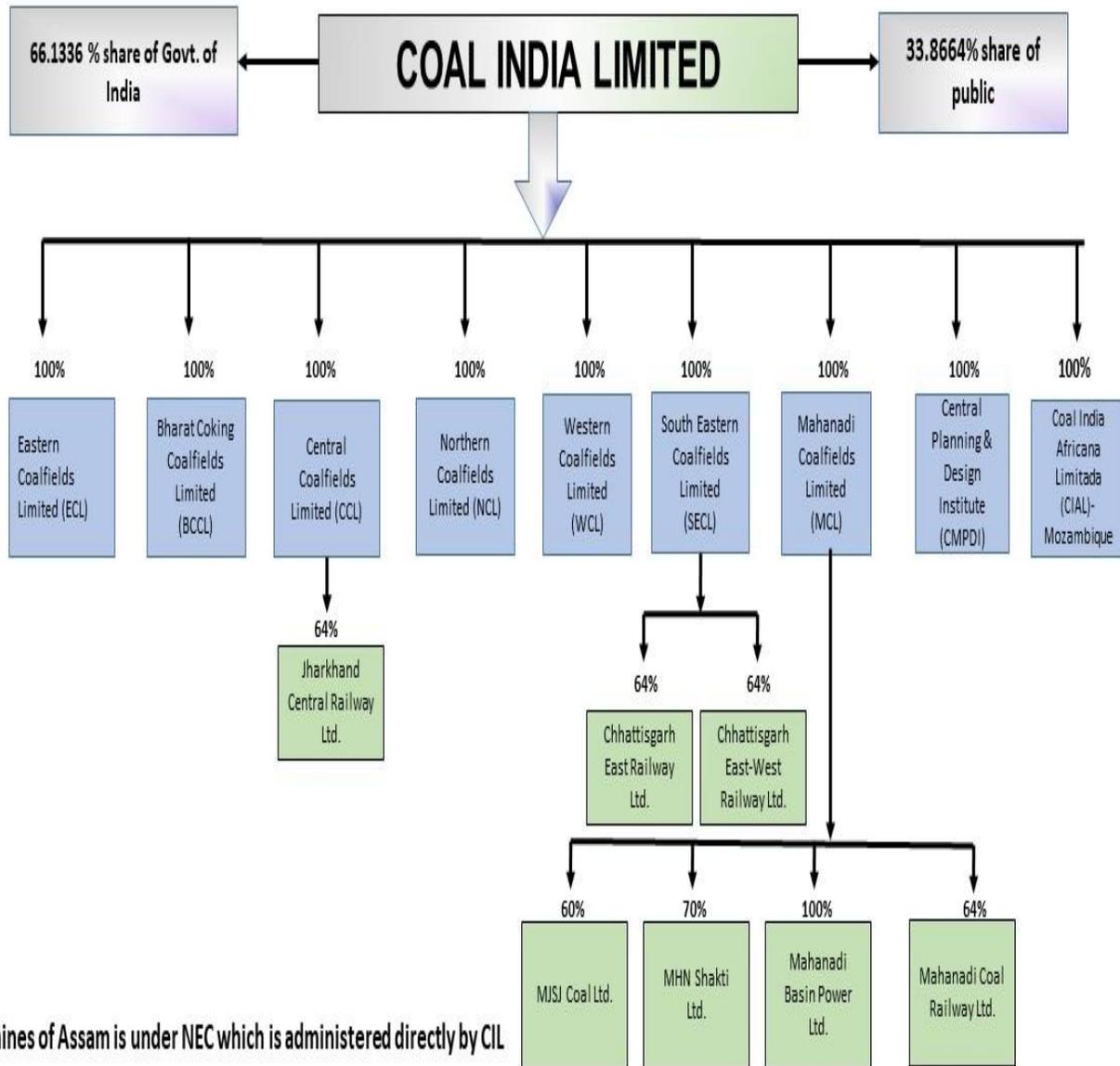
Central Mine Planning & Design Institute Limited (CMPDIL)

Provides exploration, planning and technical support to all the 7 production subsidiaries. CMPDIL also provides consulting services to third-party market clients in the field of exploration, mining, allied engineering & testing, management-systems, training, etc. The North Eastern Coalfields (NEC) and Dankuni Coal Complex (DCC) are owned directly by the parent holding company of CIL. However, DCC has been leased to SECL since 1995.

CIL also has a wholly owned subsidiary in [Mozambique](#), Coal India Africana Limited (CIAL) for pursuing [coal mining](#) opportunities in that country.

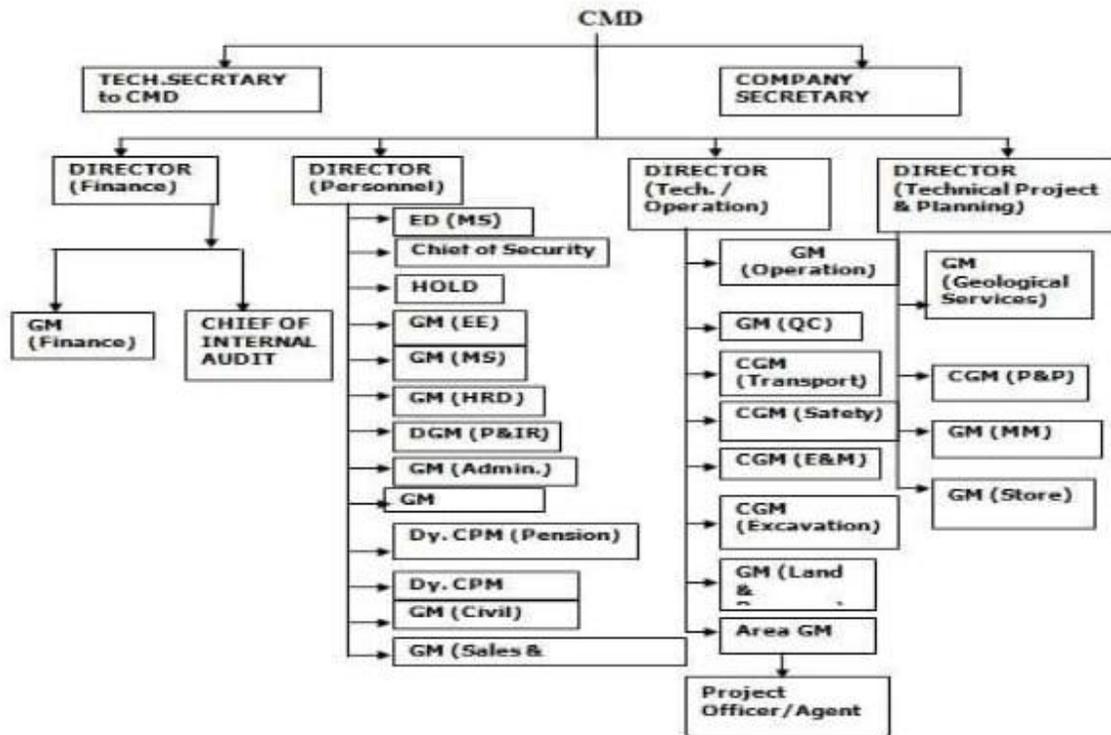
The details of number of employees, revenue for FY2012-13 and production of coal is given in the table below:

Corporate Structure



The mines of Assam is under NEC which is administered directly by CIL

ORGANISATIONAL STRUCTURE



Staffing Levels

Staffing levels can change based on company growth, losses due to layoff or temporary and seasonal employment needs. The objective of manpower planning is to forecast staffing level needs and work with company managers to make sure each department is properly staffed. The human resources group plans for seasonal rises in employment needs to insure that production levels and customer service quality are not affected. This includes working with temporary agencies to supply seasonal staff and running employment advertisements that bring in part-time candidates.

Functions of the Ministry of Coal.

The Ministry of Coal is concerned with exploration, development and exploitation of coal and lignite reserves in India. The subjects allocated to the Ministry of Coal (includes Subordinate or other organizations including PSUs concerned with their subjects) under the Government of India (Allocation of Business) Rules, 1961, as amended from time to time as follows :-

- (i) Exploration and development of coking and non-coking coal and lignite deposits in India.
- (ii) All matters relating to production, supply, distribution and prices of coal.

- (iii) Development and operation of coal washeries other than those for which the department of Steel is responsible.
- (iv) Low temperature carbonization of coal and production of synthetic oil from coal.
- (v) All work related to coal gasification.
- (vi) Administration of the Coal Mines (Conservation and Development) Act, 1974 (28 of 1974).
- (vii) The Coal Mines Provident Fund Organization.
- (viii) Administration of the Coal Mines Provident Fund and Miscellaneous Provision Act, 1948 (46 of 1948).
- (ix) Rules under the Mines Act, 1952 (32 of 1952) for the levy and collection of duty of excise on coke and coal produced and dispatched from mines and administration of rescue fund.
- (x) Administration of the Coal Bearing Areas (Acquisition and Development) Act, 1957(20 of 1957).
- (xi) Administration of the Mines and Minerals (Development and Regulation) Act, 1957 (67 of 1957) and other Union Laws in so far the said Act and Laws relate to coal and lignite and sand for stowing, business incidental to such administration including questions concerning various States.
- (xii) Administration of Coal Mines Nationalization Act, 1973 (26 of 1973).
- (xiii) (Administration of Coal Mines (Special Provisions) Act, 2015.

Vision

To emerge as a global player in the primary energy sector committed to provide energy security to the country by attaining environmentally & socially sustainable growth through best practices from mine to market.

Mission

To produce and market the planned quantity of coal and coal products efficiently and economically in an eco-friendly manner with due regard to safety, conservation and quality.

OBJECTIVES OF STUDY

The main objective of manpower planning is to have an accurate number of employees required, with matching skill requirement to fulfill organizational goals.

The objectives of manpower planning are as follows:

- 1) To attracting and retaining the number of people required with the appropriate skills, expertise and competencies.
- 2) To developing a well trained and flexible work force for contributing to the organizations ability to adapt to an uncertain unchanging environment.
- 3) To reducing dependence on external recruitment when key skills are in short supply by evolving retention as well as employee development strategies.
- 4) To ensure adequate supply of manpower as and when required.
- 5) To ensure proper use of existing human resources in the organization.
- 6) To forecast future requirements of human resources with different levels of skills.
- 7) To assess surplus or shortage, if any, of human resources available over a specified period of time.
- 8) To anticipate the impact of technology on jobs and requirements for human resources.
- 9) To control the human resources already deployed in the organization.
- 10) To provide lead time available to select and train the required additional human resources over a specified time period.

SCOPE OF STUDY

An organization needs the right numbers of people, at right places and to do the right things to achieve the goals. Human Resource Planning is continuous process but modifications and adjustments can be made as per the needs of an organization. To hire the people for future job vacancies following points must be kept in mind.

What should be the Qualification and experience of the people for the job to be filled?

- How many people must be hired?
- What are the sources of procurement?
- What are the procedures for screening the candidates?
- What is the utility of employment test and interviews in the selection process?

Assessing the future requirements of **manpower** for organization objectives.

- i. To make the **manpower** recruitment plans.
- ii. To phase out the surplus employees.
- iii. To make a layout of training programme for different categories of employees.

Manpower planning enables organizations to have accurate estimate of number of employees to accomplish set goals, reduce waste in employment, lessen uncertainties about current personnel level/needs and eliminates the mistakes involved in staffing and enhances effective utilization

Steps in Manpower Planning Process:

Forecasting Staffing Needs:

1. Forecasting Internal Supply:
2. Forecasting External Supply:
3. Correcting Shortage or Surplus:
4. Short-term Forecasting:
5. Long-term Forecasting:
6. Linear Regression:
7. Forecasting **Manpower** Supply

Meaning of Manpower Planning:

Manpower Planning (MP) means:

1. From the demand side:

Analyzing, reviewing and attempting to predict the numbers, by kind, of the manpower needed by the organization to achieve its objectives;

2. From the supply side:

Attempting to predict what action is and will be necessary to ensure that the manpower needed is available when required; and finally

3. Designing the interaction between demand and supply:

So that worker skills are utilized to the best possible advantage of the organization and genuine needs and desires of the individual employees are taken into account. The manpower plan represents a response of the personnel function to ensure that the necessary supply of people is forthcoming to allow the targets to be met.

Steps in Manpower Planning Process:

The steps in manpower planning are discussed below:

1. Forecasting Staffing Needs:

The first step in the manpower planning process involves forecasting staffing needs and determining the actions needed to fulfill those needs. The most important step in forecasting staffing needs is a review of the organization's objectives and strategies.

This includes reviews at both the corporate enterprise level and the business unit level. If the organization is pursuing growth objectives then there may be a need to expand the size of the firm's human resources.

2. Forecasting Internal Supply:

Once staffing needs have been forecast, managers are in a position to forecast the internal supply of human resources. A forecast of internal supply is derived from examining the kinds of human resources internal to the organization, the demographics of those resources (especially years until retirement), and the stability of the people presently employed.

This process may include a job analysis, which is a systematic study of what is done, when, where, how, why, and by whom in current and predicted jobs. The job analysis can be used to write job descriptions and job specifications.

A job description is a written statement of job duties and responsibilities. A job description frequently includes working conditions, and the tools, materials, and equipment used to perform the job. A job specification is a list of the skills, abilities, education, experience, and other qualifications needed for the job.

The job analysis may include a human resource audit. A human resource audit is a listing of the strengths and weaknesses of current personnel. For example, such an audit may uncover weakness in the information technology skills of current employees at a time when the organization is entering a computer system intense business.

3. Forecasting External Supply:

Once managers have forecast internal supply, they are in a position to forecast external supply. As with forecasting internal supply, this includes a review of skills, abilities, education, experience, and other qualifications needed for the job. Especially if the organization has always hired locally, this forecast may have implications for training to fill gaps.

4. Correcting Shortage or Surplus:

From the forecasts and the comparisons of supplies and needs, the organization is in a position to correct the imbalances. If there is a surplus in the organization, management needs to decide the value of the human resources to the enterprise and if it will carry a surplus until normal turnover and retirements correct the situation.

If there is a huge imbalance and if management cannot tolerate the costs of carrying the surplus personnel then it might resort to involuntary pay cuts, part-time work, early retirements, and terminations. Alternatively, if there is a shortage of human resources in certain areas, cross training and hiring seem to be the only alternatives.

Thus the four stages of the manpower planning process are:

1. An evaluation or appreciation of existing manpower resources.
2. An estimation of the proportion of currently employed manpower resources which are likely to be within the firm by the forecast date.
3. An assessment or forecast of labor requirements if the organization's overall objectives are to be achieved by the forecast date.
4. Adoption of required measures to ensure that the necessary resources are available as and when required, that is, the manpower plan.

While stages 1 and 2 are linked with the supply aspect of manpower, stage 3 represents the demand aspect of manpower.

Analyzing training and development needs is the final part of a manpower planning effort. Manpower planning consists of forecasting the organization's future needs for employees, and then planning programmes to meet unfilled needs so that the organization will have the right number and kind of employees when they are needed. Fig.4.2 shows the process.

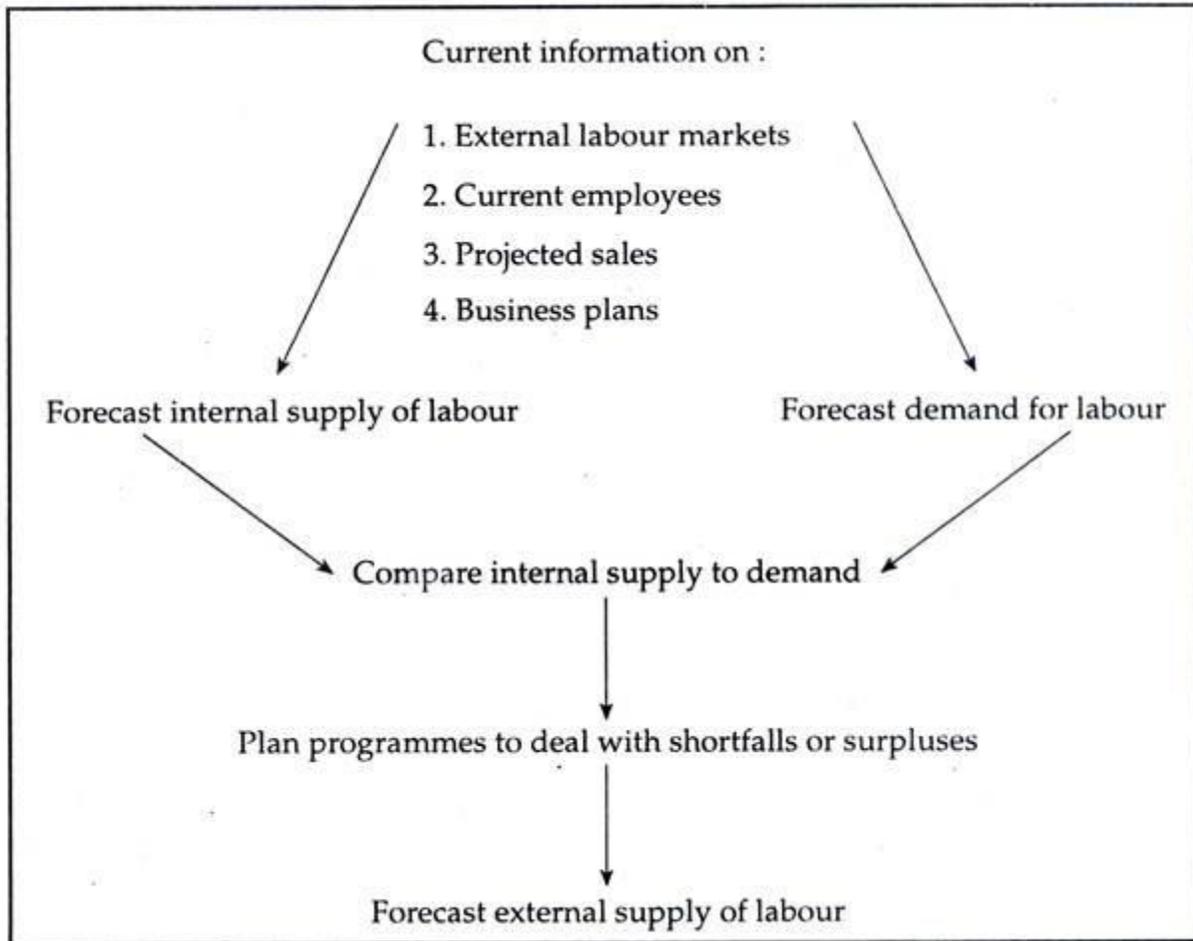


Fig. 4.2 : A Schematic Representation of Manpower Planning

Effective manpower planning starts with a forecast. The human resource forecast estimates the number and types of employees the organization will need over the next one to two years. The forecast also predicts the supply of employees to fill these needs. In predicting supply, the human resource manager considers internal sources, or employees who could be promoted or shifted into the vacant positions, as well as external sources: people currently in school, working for another company, or actively seeking employment.

Techniques of Manpower Planning:

We have already noted that manpower planning involves forecasting manpower needs, assessing manpower supply and reconciling supply and demand through various personnel-related programs. The manpower planning process is affected by the organization's strategic management decisions and environmental uncertainties.

These two factors, in turn, determine the length of the planning horizons, the type and quality of information available to manpower planners and the nature of jobs to be filled. Manpower demand forecasts and assessments of supply must be continuously monitored so that

adjustments can be made in the programs designed to reconcile the supply and demand of manpower resources.

Factors affecting on Manpower Planning:

1. Organizational Structure

The basis of organization (e.g. Department, function etc.) plays a key role in assessing the manpower need of the tasks that are to be done.

2. Growth and Planning

The growth of organization can have a considerable influence on HRP as the internal development of individuals also needs to be contemplated in order to keep up with the growth.

3. Business Location

Business location is an important factor because the areas with lack of employment opportunities will attract people more easily than the ones with ample of options.

4. Demographic Changes

Demographic changes refer to alteration in age, population, composition of work force etc. While, a number of people retire every year, a new batch of graduates with specialization turns out every year, which can change the structure of the company.

5. Environmental Uncertainties

Political, social and economic uncertainties have to be kept in mind while formulating recruitment, selection, and training and development policies and programmes.

6. Expansion

Possibility of future expansion needs to be considered for determining the creation of new positions and the potential of existing workers for adapting to the developments and strategies for grooming them for the same.

Types of manpower planning can be distinguished by two criteria:

- (1) On the basis of the level at which it is done, and
- (2) On the basis of the period for which it is done.

(1) On the Basis of the Level at which it is done:

i. Manpower Planning at Macro-Level (National Level):

Manpower planning is done on the national level as a part of the planning for overall economic development. The objective behind this is to provide more and more opportunities of employment, while utilizing the human resources of the nation most efficiently.

It goes without saying that proper manpower planning is a high necessity in a developing country like India. In Britain, manpower research section of 'Employment and Productivity' department undertakes necessary steps for manpower planning. In India, manpower planning is a part of overall planning and so its responsibilities lie with the Planning Commission.

Manpower planning by the Planning Commission covers:

- (a) Population projections,
- (b) Programme of economic development,
- (c) Education facilities,
- (d) Occupational distribution and growth, and
- (e) Industrial and geographical mobility of personnel.

ii. Manpower Planning at Micro-Level:

As manpower planning is important at national level for the maximum use of its manpower resources. It is also necessary at the level of a business unit. Manpower planning is important because it decides the various measures to be taken such as recruitment, selection, promotion, transfer, expansion, etc., by a business unit.

In order to fulfill future manpower demands, this manpower planning is possible at three levels in a unit:

- (i) At the departmental level,
- (ii) If there are a number of factories of company the planning can be done at the level of each individual factory taken apart; and
- (iii) At the top level, i.e., by the board of directors in a company.

If the manpower planning is done at departmental level, two advantages can be derived. Firstly, the advantage of the knowledge of those who are in direct contact with the workers can be taken; and secondly, if the people who are going to execute the plans take part in the planning process, the probabilities for success of the plans would be surely higher.

A committee is formed at this level. The committee would make inspection of the manpower estimates put for the previous year and the actual manpower position of the previous year. The two records would be compared. Then, on the basis of this comparison, estimates for the next year's manpower requirements and the sources available to fulfil these requirements would be made known.

Then, keeping in view the expected changes within next 3 to 5 years, the committee would sit with manpower planning experts and prepare a format for future manpower planning. This format would be presented before the top level and the final draft would be prepared on its approval.

At the two level, such formats as sent by different departments are considered by an administration committee. A grand plan is prepared by coordinating manpower plans of different departments. This grand plan is then coordinated with the overall planning of the business.

(2) On the Basis of the Period for which it is done:

Three such divisions can be made, which are discussed in the following paragraphs:

(i) Short-Term Manpower Planning:

Short-term planning is that which is done for the period of one year. Annual plans are made as a part of Five-Year Plans at national level. These one year plans are short-term plans. Short-term plans are very useful at company level. For better results, short-term plans should be integrated with each other and should be considered as ingredients of a medium-term plan.

(ii) Medium-Term Manpower Planning:

Generally, any plan of period from 2 to 5 years is considered to be a medium-term plan. At national level, medium-term plans are essentially prepared as a part of financial planning, medium-term plans, at national level, for manpower planning give special attention towards employment opportunities.

Such plans at micro-level think much of training and development of employees. Thus, it is possible to visualize the requirements of personnel possessing right type of skills for coming five years.

(iii) Long-Term Manpower Planning:

The planning for a longer period such as 10 to 15 years is known as long-term planning. This type of long-term planning is generally done at national level. This is important to estimate manpower needs of a nation and accordingly to raise educational and training facilities, keeping in view long-term interests of the nation.

Such long-term planning is not necessary at micro-level except a long-term development scheme has been visualized by the management of a firm. But, in normal practice, such long-term planning is not found at company level.

Advantages of Manpower Planning

Without proper manpower planning no enterprise can achieve its objectives fully and entirely. Sometimes, even its very existence may be handicapped. Hence, it is needless to stress its importance. However, the following benefits are worth mentioning.

1. The required number of staff shall be recruited at each level in the hierarchy.
2. Staffing requirements can be better balanced and movement of staff can be made easier by manpower planning.
3. Areas of high labor turnover are highlighted in manpower planning.
4. Implications of changes in recruitment, promotion and succession plans are foreseeable

Limitations of Manpower Planning

Human resources planning is not free from defects. In fact, it is a double edged weapon. If used properly, it will lead to maximum utilization of human resources. If used faulty, manpower planning will lead to disruption in the flow of work, lower production, less job satisfaction, etc. Besides, it also has certain limitations.

The following are some of the limitations of manpower planning

1. Detailed records are needed plus expensive clerical staff.
2. Problems of forecasting changes, especially in technological and Government policy areas.
3. Manpower planning can be uncertain even for at few years ahead. Particularly, in a dynamic business situation it is really difficult to foresee the future with maximum accuracy.

In spite of these limitations, proper manpower planning is a condition precedent to perform staffing function properly and successfully.

LITERATURE REVIEW

The Mining Mineral and Sustainable Development (MMSD 2002) report by International Institute for Environment and Development (IIED) and World Business Council for Sustainable Development reveals that the policy makers, business leaders, public interest campaigners, people working in mines, local communities and consumers must join the discussion and take action if the world is to find a better way to meet society's needs. It is a helpful step towards sustainable development. Criticizing the current mining policy in the state of Jharkhand, 23 Kanaujia in his study said that the lack of coordination among various stakeholders in mining operation is standing a bottle neck in development (Kanaujia et al, 2010). He claimed that a proper strategy should be made to maintain coordination among the State, the mining companies and the indigenous tribes relate to the particular natural resource base. The access to natural resources and the burden of ecological degradation are unequally distributed among human actors.

A study by the Sustainable Energy and Economy Network (SEEN 1996), Institute of Policy Studies, USA, shows that Orissa's industries and coal-fired power plants will be emitting the equivalent of 164 Mt of carbon dioxide annually by the year 2005, or the equivalent of about 3 percent of the projected growth in manmade greenhouse gases anticipated globally over the next decade. In addition, Orissa's industrialization will release toxic and potent global warming agents, which contribute to a perpetual change in the earth's atmosphere. A recent study by Chaulya (2004) shows that in the Ib Valley coalfield area of Orissa the annual average Total Suspended Particulate (TSP) concentration exceeded the respective standards set in the National Ambient Air Quality Standard (NAAQS) protocol at most residential and industrial areas. Thus, environmental problems in case of Orissa are severe and coal is the most important contributor. In energy hungry world the challenge for coal industry is to further reduce the greenhouse gases and other emissions, while continuing to make a major contribution to economic, social development and energy security.

Any form of coal mining, surface or underground causes a wide range of social and environmental problems such as decline in agricultural production, displacement and other socioeconomic impacts. Opencast coal mines damage a large land surface area, displace people from their ancestral homesteads and cause agricultural losses. This raises a number of environmental challenges, including soil erosion, dust, noise and water pollution and impacts on local biodiversity. Mine subsidence can be a problem with underground coal mining, whereby the ground level lowers as a result of coal having been mined beneath (Mishra, 2007).

The mining industry has polluted the local water resources breaching the state regulations of human rights to water. Polluted seas along coastal areas contaminate fish and shell which when ingested during human consumption further increase the risk of developing water contaminated diseases. The use of contaminated water for irrigation of crops increases the exposure to harmful 24 toxins increasing the impacts on individual and community health. With the establishment of MCL (Mahanadi Coalfields Limited) and NTPC (National Thermal Power Corporation), the social environment, natural vegetation and agricultural crops have been affected in AngulTalcher belt of Orissa.

Due to these there is a considerable fall in biomass production. The mines of MCL & NTPC draw about 25 crores liters of water per day from the river Brahmani and in return they release thousands of gallons of waste water to the river Nandira which contains substances like Ash, Oil, Heavy Metals, Grease, Fluorides, Phosphorous, Ammonia, Urea and Sulphuric Acid. Fluoride pollution is very severe in this belt because of reported incidence of white spots all over the body, incurable skin infections and lumps of dead skin are increasing.

Forest is degrading day by day and seed germination has slowed down (Murty, Aruna& Patra, 2006). The major environmental challenges encountering the coal industry are impacts of mine fires, dust suppression and control particularly haul road dust consolidation, treatment of mine waters containing heavy metals/acid mine drainage, restoration of water table and quality of ground and surface water, augmentation of pumped out mine water for drinking purpose, reclamation of mined out areas with pre-determined land use patterns conducive to the local populations etc. (Mishra, 2007). In East Parez of Jharkhand, women are fighting against destruction and pollution of their lands and resources.

They give birth to physically and mentally challenge children due to the impact of radiation from uranium mines. In Rajasthan, rural and tribal women suffer due to inhuman working conditions, bonded labor and low wages in sandstone mines (The Hindu, April 26, 2003). Studies in Chhattisgarh and Orissa (MMP 2003) have shown that the number of unwed mothers have increased and so is the case of women trafficking, immoral activities, AIDS, domestic violence in addition to the emotional and economic trauma faced by women.

Even women and children who are not working in the mines are constantly exposed to various respiratory illnesses due to inhalation of dust particles and experience multifunction of various sensory organs, which has a long-term impact on their reproductive health. Noise and dust pollution affects women the most during pregnancy. Also the presence of metals like fluoride, manganese, nickel and sulphate are high in concentration which affects mostly the

pregnant women and the foetuses. And the most common diseases among them are tuberculosis, cough 25 and cold, malaria, skin diseases, diarrhoea, staining of teeth, joints pain, arthritis, lethargy etc. (Priyadarshi, 2010). The impact of Mica mining on women in the Sydapuram Mandal of Gudur area in Andhra Pradesh is very pathetic. It has been observed that in this mine one third of the workers are widowed women as their husbands are succumbed to “silicosis-tuberculosis”. At workplace women are given the crushing, sorting and dusty duties by working in the milling and processing units with limited protected clothing or equipment, exposing them to toxic, polluted air; creating complicated health implications including various lung diseases, cancers and the interference of toxins causing reproductive, menstrual, pre and post-natal complications, anaemic conditions, gastrological illness and anorexic malnutrition.

It has been also reported that mining has contaminated the bore and well water in this area which looks murky in color but the people have no choice and are facing health problems due to this (Wright, 2004). Pollution of the streams that originate in the mining area affects agriculture and the farmers. Paddy yield declines because of the accumulation of silt and waste tailings in the fields. In monsoon, water brings with it silt and tailings. This hardens in summer. Sometimes the tailings render the sand unfit even for construction purposes (Sharma 2001).

On the other hand, reduction in agricultural productivity affects rural people since agriculture is their main source of livelihood. Blanketing of top soil in the agricultural land results poor yield. The coal belt of central India overlaps with forest and tribal and has caused negative impacts on both biodiversity and local communities. In the coal belt of Jharkhand, the large-scale mining activities have affected the traditional lives of the tribal in several ways. Their sacred groves, usually one in each village, have been destroyed in large numbers (Vagolika, Moghe and Dutta 2003).

Rapid development of open cast coal mining in the North Karanpura Valley in Hazaribagh and Chatra Districts of Jharkhand is destroying the resources of food and water of the original inhabitants of these areas, mainly of Advasis (indigenous people), of more than 200 villages. The region has extremely fertile land which is now being converted into a mining site, taking away vital farming land and forests, and polluting the Damodar River, which is the lifeline of the area (Indigenous Portal, 2009). 26 Exploitation of mineral resources has resulted in large-scale displacement of the local population in India. According to the Land Acquisition Act 1894, the government is empowered to acquire any land for public purposes. Mining displaced 2.55 million people in India between 1950 and 1990 (Downing 2002). Three quarters of these are yet to be compensated. Mining in Orissa is not a simple ‘dig and sell proposition’ but a complex socio-economic and ecological challenge.

The problem of mining-induced displacement and resettlement (MIDR) poses major risks to societal sustainability. Relocating a community is not, in itself, social or environmental impacts. It is a process that can cause social or environmental impacts such as anxiety and land degradation (Vanclay, 1999). The construction of Hirakud Dam uprooted a large number of tribal people in the 1950s and many of them were displaced for the second time when their compensated lands were found to be coal-rich. Many people do not have their written records of land ownership, so they are not being compensated properly. Orissa's share of coal mining related displacement accounts for more than half of the total displacements related to coal mining in India (SEEN 1996).

High lighting the case of Vedanta Alumina and dangiriakandha at NiyamGiri hill, Sahu claimed that the corporate interests backed by State Governments are trampling on indigenous livelihoods and threatening ecological reach areas (2008). Mass scale violation has gained its space on the name of mining for development. The three communities in the East Godavari District of Andhra Pradesh i.e., The Nookadora Tribal Group, The Komati Non-Tribal Group and The Khond Primitive Tribal Groups have been threaten by mining for a number of years. The people here are facing the problems of depression, interpersonal relationships, land alienation etc. due to displacement.

RESEARCH METHODOLOGY

Research in common parlance refers to a search for knowledge. One can also define research as a scientific and systematic search for pertinent information on a specific topic. In fact research is an art of scientific investigation. Another meaning of research as “a careful investigation or inquiry especially through for new facts in any branch of knowledge.”

Redman and Mory define research as a “systemized effort to gain new knowledge.” Some people consider as movement a movement from the known to the unknown it is actually a voyage of discovery.

The survey has been done electronically. The participants filled up the survey questionnaire available on the CIL website. The survey process relied upon free, frank, self-reporting initiative by the individuals who completed the training need questionnaire. Using the feedback and questionnaire input, the analysis has been done discipline wise, grade wise and skill set wise requirement. The analysis has been done to identify the training needs of the executives so the HRD Department is able to customize its training initiatives with better insight.

- **Data Sources:**

In the Preparation of this project it is necessity to collect the Primary data and Secondary data

- **Primary Data:**

The first-hand information bearing on any research which has been collected by the researcher may be called “primary data”. Collecting information various with the help of proposals credit policy of the Bank.

- **Secondary Data:**

The Secondary Data on the other hand, are based on second-hand information. The data which have been already been collected, compiled & presented easier by any agency may be used for the purpose of investigated such data may be called “Secondary Data”.

Collecting the information with the help of Annual Reports, Magazines, Internet, and Reference Book. The Secondary data provide by organization. The needed information is collected from Journals Annual Reports, Magazines, etc.

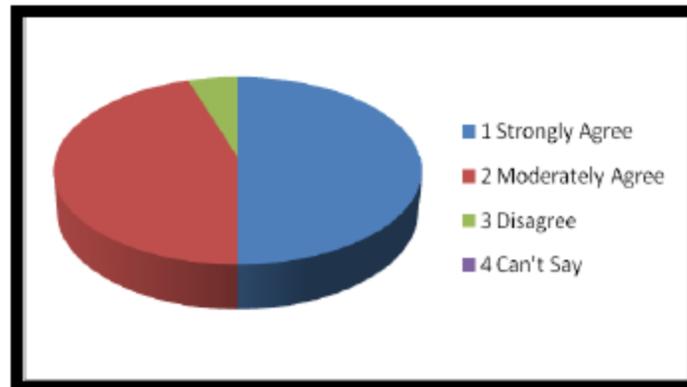
Sample size:

Total 424 responses were received. Out of total responses, 162 responses received from Junior Management (E-1 to E-3), 214 responses from Middle Management (E-4 to E-6) and 48 responses from Senior Management (E-7 to E-8).

DATA ANALYSIS AND INTERPRETATION

Q. 1) Is there a well-defined Recruitment Policy in your organization? (Year 2021)

S.No.	Options	No.
1	Strongly Agree	10
2	Moderately Agree	9
3	Disagree	1
4	Can't Say	0

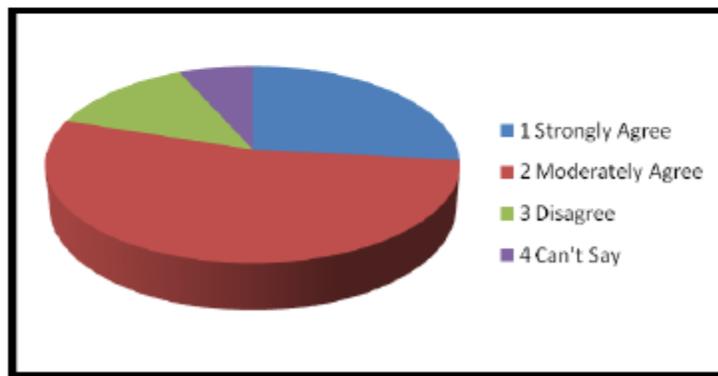


Interpretation

50% employees feel that the organization's recruitment policy is strong & well defined. And 45% employee feel that the organization recruitment policy is moderately agree. Majority of employees feels that policy is well defined which is a great morale victory on the part of management.

**Q. 2) Do you think the need for manpower planning is given due consideration in your organization and the manpower requirement is identified well in advance?
(Year 2021)**

S.No.	Options	No.
1	Strongly Agree	4
2	Moderately Agree	8
3	Disagree	2
4	Can't Say	1

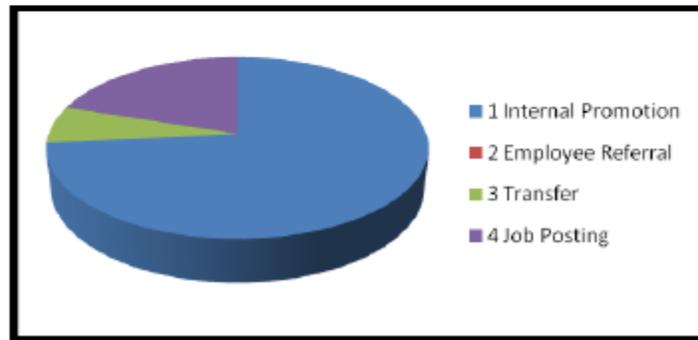


Interpretation

27% say that manpower planning is given due importance and manpower requirement is identified in advance. 13% employees disagree. They think that no due consideration is given to manpower planning in advance.

Q. 3) Which internal source of recruitment is followed by the company and given more priority? (Year 2021)

S.No.	Options	No.
1	Internal Promotion	11
2	Employee Referral	0
3	Transfer	1
4	Job Posting	3

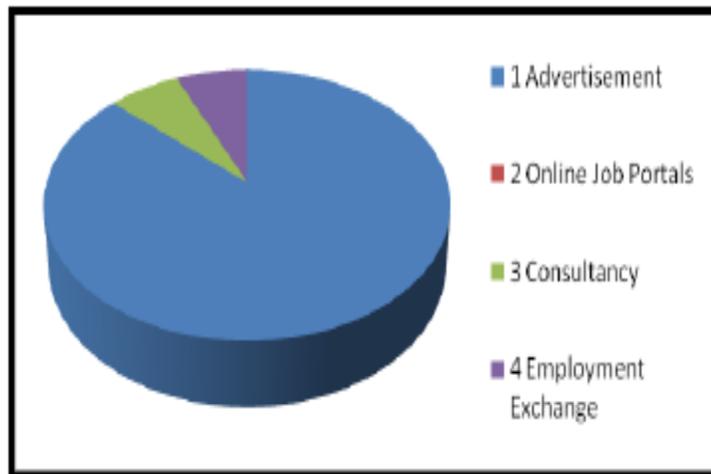


Interpretation

73% employees tell that company prefers internal promotion as internal source of recruitments. And rest 20% says that Job posting is preferred. Majority of employees actually thinks that internal promotion is given priority and followed by company as internal source of recruitment.

Q. 4) Which external source of recruitment is followed by the company and given more priority? (Year 2021)

S.No.	Options	No.
1	Advertisement	13
2	Online Job Portals	0
3	Consultancy	1
4	Employment Exchange	1

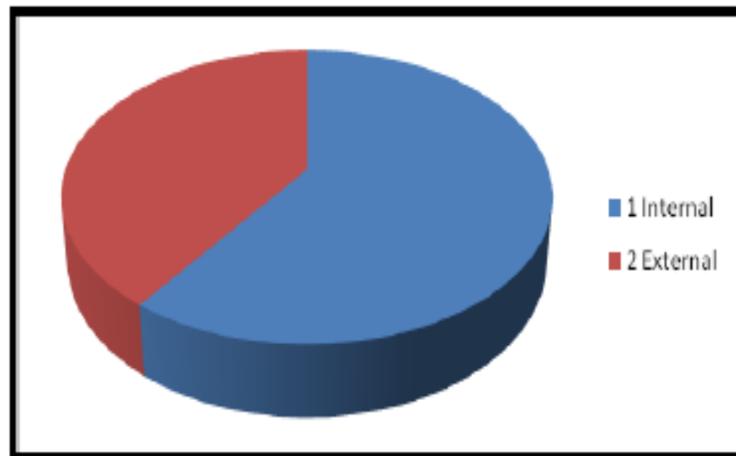


Interpretation

87% employees think that Advertisement source is given more priority and 7% employees tell that consultancy is preferred.

**Q. 5) Which source of training is relied upon when immediate requirement arises?
(Year 2021)**

S.No.	Options	No.
1	Internal	9
2	External	6

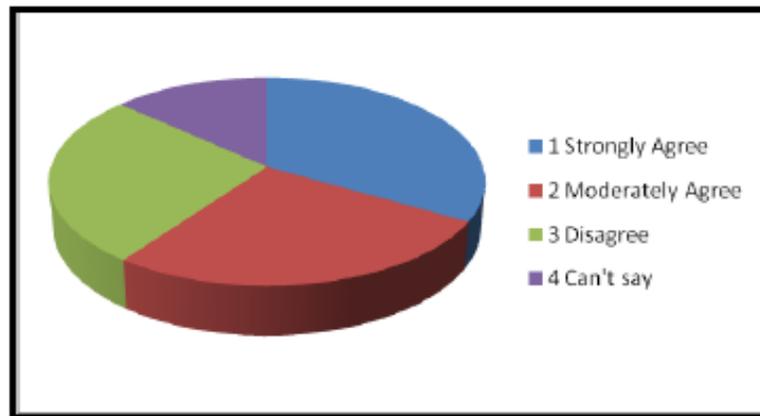


Interpretation

Analysis clearly represents that 80% say that internal sources are better to be opted for immediate opening in organization as company can have sufficient knowledge about the candidate and it is less costly.

**Q. 6) Do you think succession planning is done in advance in your organization?
(Year 2021)**

S.No.	Options	No.
1	Strongly Agree	5
2	Moderately Agree	4
3	Disagree	4
4	Can't say	2



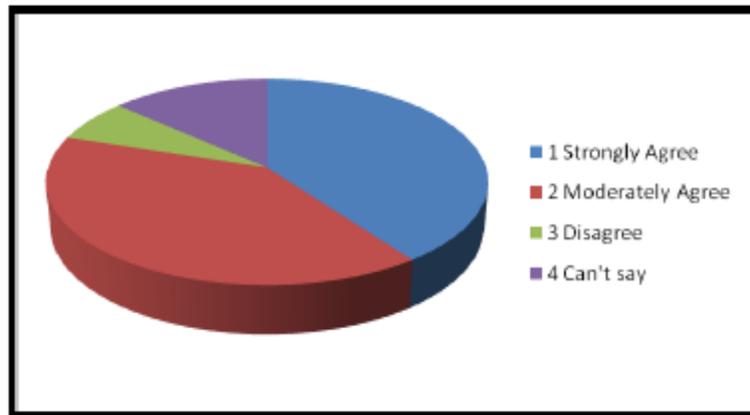
Interpretation

In respond to Succession Planning question, almost 27% employees actually believe that no succession planning is done in advance in organization.

Only 33% employees think that succession planning is done in advance.

Q. 7) The sorting of candidate applications is done by some preset criteria? (Year 2021)

S.No.	Options	No.
1	Strongly Agree	6
2	Moderately Agree	6
3	Disagree	1
4	Can't say	2

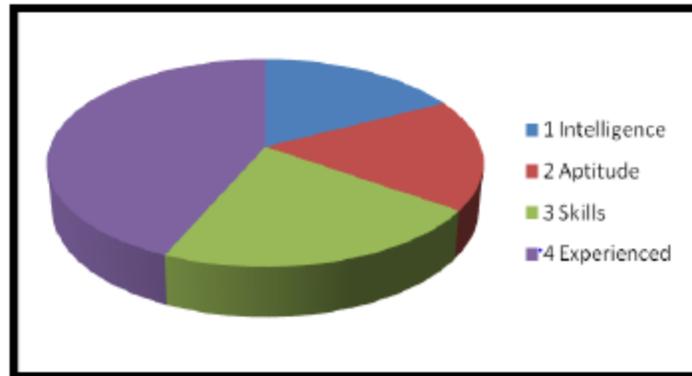


Interpretation

Majority of employees, 40% believe that there is some pre-set criteria according to which sorting of candidate application is done. 7% feel that sorting is not done by any preset criteria. Rest 13% can't say about it.

Q. 8) Which are the parameters on which candidates are evaluated? (Year 2021)

S.No.	Options	No.
1	Intelligence	4
2	Aptitude	4
3	Skills	5
4	Experienced	10



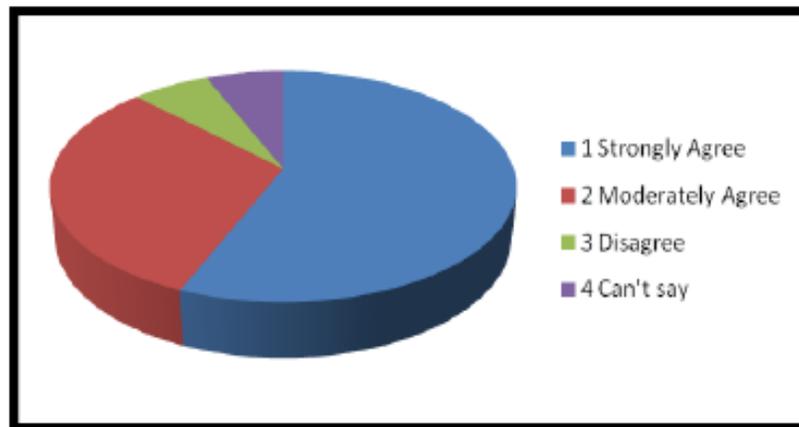
Interpretation

Responding to this question, 22% weightage is given to experience first then second most weighted parameter is skills then process knowledge and aptitude and lastly attainments are considered.

Above analysis represents that employees believe that experience and skills are mostly preferred parameter for evaluating candidates.

Q. 9) To identify the employee's capabilities and aptitude, psychological testing is done. Do you think it is a useful technique? (Year 2021)

S.No.	Options	No.
1	Strongly Agree	9
2	Moderately Agree	5
3	Disagree	1
4	Can't say	1

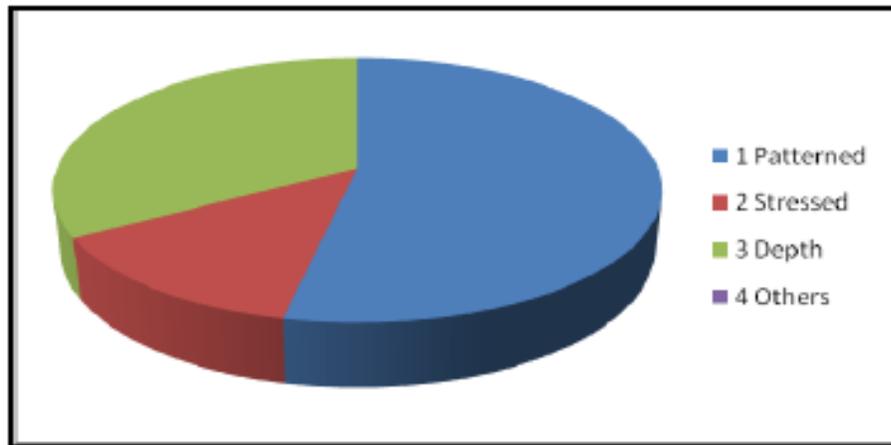


Interpretation

56% of employees believe that to identify employee's capabilities and aptitude, psychological testing is done and 6% think that no psychological testing is carried out. 6% employees can't give opinion on asked question.

Q. 10) What type of interview is taken while selection? (Year 2021)

S.No.	Options	No.
1	Patterned	8
2	Stressed	2
3	Depth	5
4	Others	0

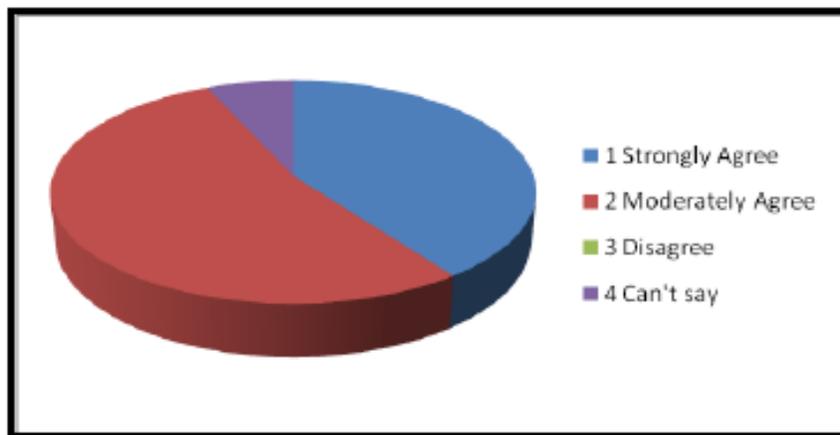


Interpretation

Responding to the type of interview 53% employees think that patterned interviews are generally taken. 33% employees have the opinion that depth interviews are often used. Rest believes that stress or any other type of interview is being taken.

Q. 11) The view of the concerned department head is given special attention while selecting the employee of the department? (Year 2021)

S.No.	Options	No.
1	Strongly Agree	6
2	Moderately Agree	8
3	Disagree	0
4	Can't say	1

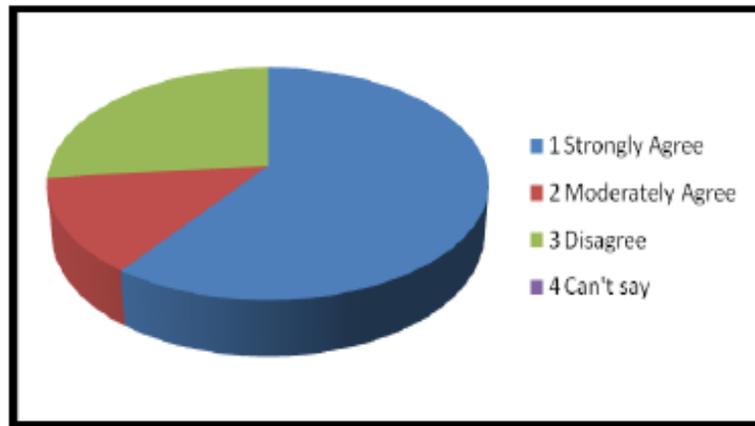


Interpretation

Only 40% employees agree for giving due consideration to concerned departmental head opinion.

Q. 12) Is the physical examination necessary after final interviews? (Year 2021)

S.No.	Options	No.
1	Strongly Agree	9
2	Moderately Agree	2
3	Disagree	4
4	Can't say	0

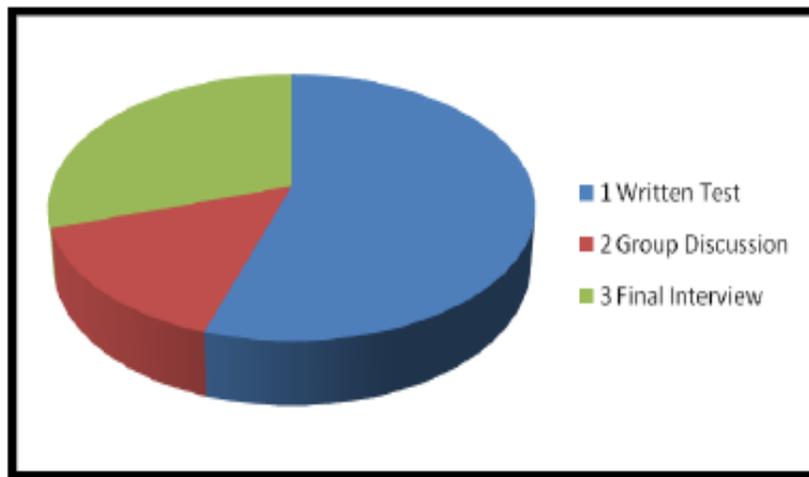


Interpretation

27% employees feels that it is not so important and rest 60% employees feel that physical examination is important.

Q. 13) What is the weightage given to the following? (Year 2021)

S.No.	Options	No.
1	Written Test	55
2	Group Discussion	15
3	Final Interview	30

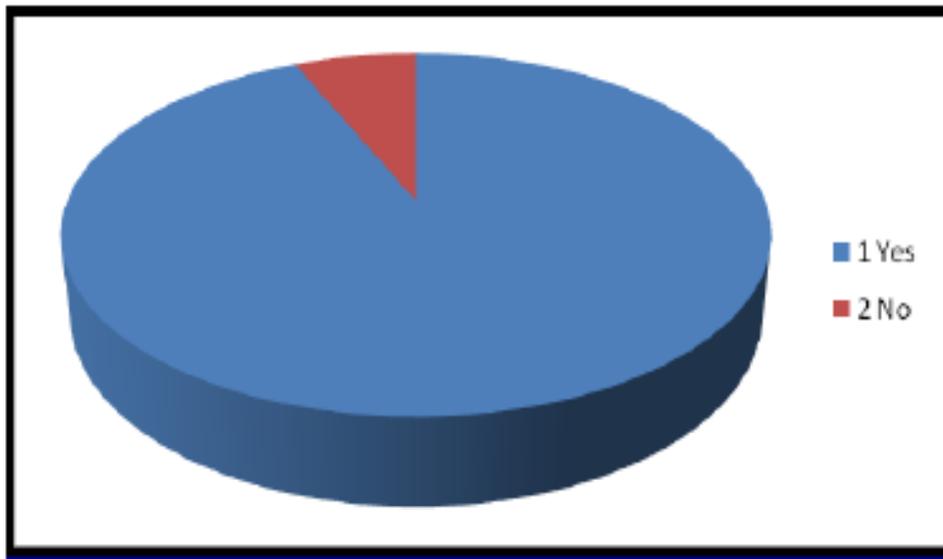


Interpretation

Responding to this question, maximum weightage is given to Written Test. Group Discussion is given the least weightage among the three available options.

Q. 14) Is induction as well as a training program conducted for employees? (Year 2021)

S.No.	Options	No.
1	Yes	14
2	No	1

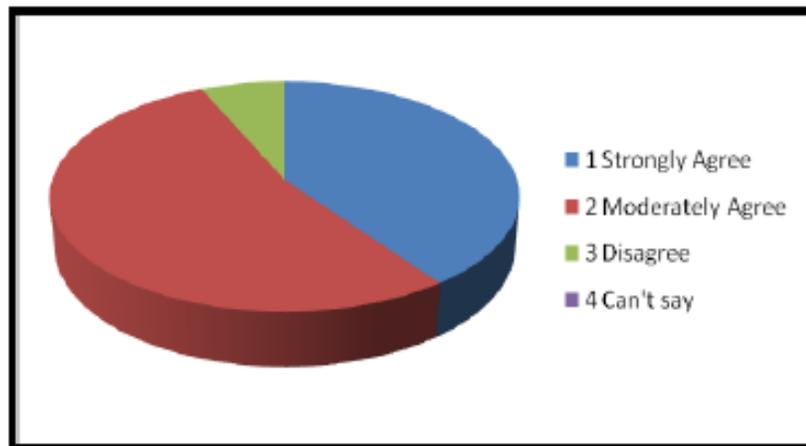


Interpretation

7% employees tell that no orientation programs is conducted in company for new joiners

**Q. 15) Do you think the present selection process is feasible for selecting the employees?
(Year 2021)**

S.No.	Options	No.
1	Strongly Agree	6
2	Moderately Agree	8
3	Disagree	1
4	Can't say	0



Interpretation

Responding to selection process, 7% employees think that the present selection process is not feasible for selecting the employees. 40% employees believe that there exists a feasible and adaptable selection procedure in company.

FINDINGS

The research helped us finding the following:

- Written test is given weightage during selection process.
- To some extent company has preset-criteria for sorting the candidate's applications.
- Concerned departmental head is given special attention while selecting a candidate of the department.
- Employees are in the favor of physical examination and reference check after selection of candidate.
- Orientation is given to new joiner, still employees are in favor of its improvement.
- Present selection process need improvement in terms of its procedure, tests and interview type.
- Employees are provided with training and development programs time to time.
- Recruitment of manpower is done through both internal and external methods.

CONCLUSION

Planning is essential for productivity and organizational effectiveness and efficiency because it acquires best human resources , focuses on corporate goal, utilizes human resource, develops human resources , reduces uncertainty and labor cost , regularizes production, maintains good industrial relation, keeps records, and control human resources.

Human resource planning must be linked with organizational strategic plan as this is only way to make manpower planning effective since it aims at not just ensuring that people are in the right place, at the right time and in the right number, but that they are also ready to adapt appropriately to different activities for future manpower needs. It is therefore never late for changes in modus operandi of organization hence a never ending process which utilizes matching human resource to its demand and supply for effectiveness and efficiency in achieving the overall organization goals. This is in lieu of the fact that the major goal of human resource management is productivity as all the functions and activities of human resource management are directed towards achieving high productivity which improves when managers emphasize quality over quantity, break down barriers and empower their employees. Contemporarily, Managers, Chief Executives and Heads are advised to use reward systems, employee involvement, teamwork and excellent interpersonal relationship to secure high productivity in their various organizations. It is the ability of an organization to align her human resource management policies and practices with the overall organizational goals that the needed productivity can be assured.

Manpower in which show the better of human relation that of efficient utilization in working employees in CCL. Finally, I conclude that *Coal India Limited* performance has been pretty satisfactory and within no time it will achieve great height.

SUGGESTIONS

After analyzing the collected data, the following recommendations were made to improve the present recruitment and selection scenario in the organization.

- Training session should be conducted at every six month.
- Management should structure and systematically organize the entire recruitment processes.
- Recruitment management system should facilitate faster, unbiased, accurate and reliable processing of applications from various applications.
- Recruitment management system should maintain an automated active database of the applicants facilitating the talent management and increasing the efficiency of the recruitment processes.
- Present employee should be encouraged to refer their friends and relatives.
- Physical examination and reference check should be given due consideration after selecting a candidate.

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