

# MINE LEGISLATION AND MANAGEMENT

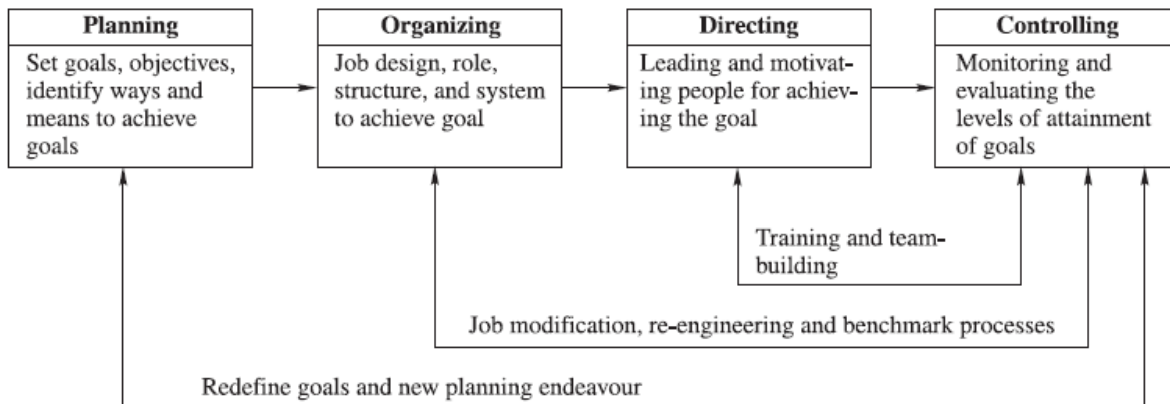
## DEFINITION OF MANAGEMENT

According to G.R. Terry, *management is a distinct process consisting of planning, organizing, actuating and controlling, performed to determine and accomplish stated objectives by the use of human beings and other resources.*

This definition embodies four process of management which are planning, organizing, actuating and controlling. These processes are performed to attain certain objectives by people with the help of other resources. Thus, management is viewed by terry as an activity and those who perform this activity are designated as *managers*.

## FUNCTIONS OF MANAGEMENT

Key functions of management are planning, organising, motivating and controlling.



## ROLE OF MINE MANAGER

The Mine Managers are the ‘King Pin’ of the Coal Industry.

It is a very responsible position and therefore, a Mine Manager has to equip himself in such manner that he can handle all important functions satisfactorily.

The major functions are

- A realistic forecast of output-Short term as well as long term.
- Rate of development
- To ensure every man is gainfully employed and arriving at his working place with minimum delay

- To fix standard for the use of all materials.
- Co-ordination with marketing Deptt. on the size and grade of product.
- To fix a standard for effective industrial relation.
- There is no disagreement on the items to be considered in the cost of production.
- To establish an effective communication system. What is needed is the development of a right attitude of mind to economic production.
- To stimulate interest in all the officials at the colliery in the need for maximum efficiency and provide a means of controlling operations.

Managers have always realised their responsibility for production i.e. to produce the optimum maintainable output at minimum cost, consistent with a planned rate of development.

This is not only the Mine Manager's responsibility but it is his ambition and his career, as Manager is supposed to aim and striving to achieve it.

The Colliery Manager is supposed to be engaged in constant follow-up and implementation of various programmes scheduled as per activities related to aforesaid fields. As his routine work, daily control would start with analysis of :

- Daily Production Report
- Attendance Sheet - OMS
- Wage Cost and other allowances - EMS
- Saleable coal available
- Coal Despatched
- Failure of equipments
- The control section will supply other information necessary for control.
- Meeting with under officials at the end of the shifts, to set programme for advance action.

As weekly follow up measures, towards the end of each week, Manager consults with the Under Manager and Cost Assistants on any probable change in manning or output in the following week. The temporary adjustments to the standards are sometimes required due to changed conditions

At the beginning of each week, control section would provide statements which will allow the Manager to review the previous week's result.

## ORGANIZATIONAL STRUCTURE

The basic principles of organization can be better understood by studying the four types of organization :

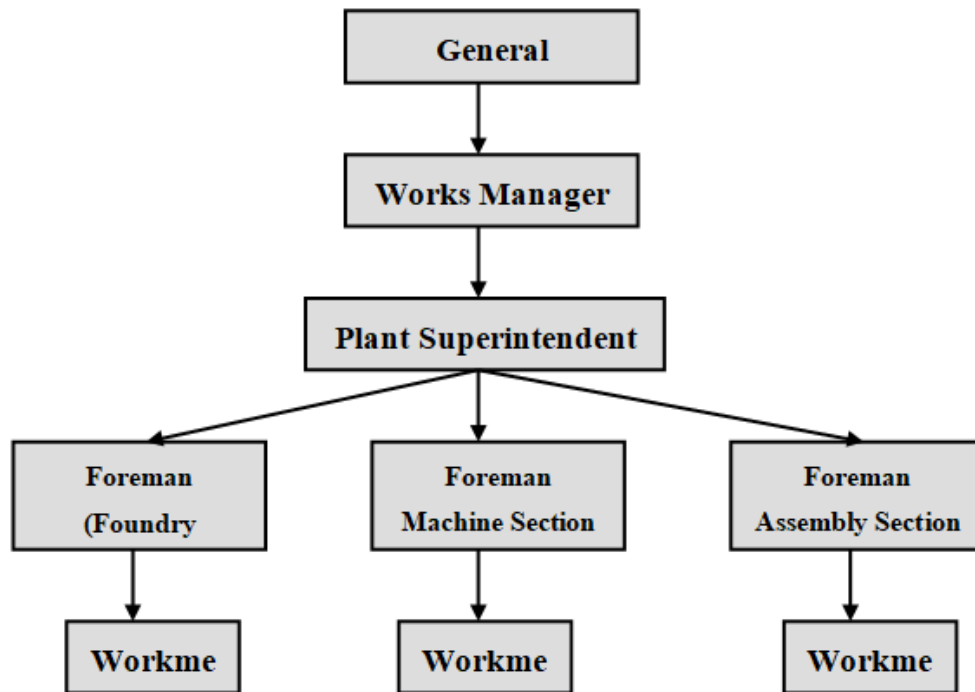
- Line organization which is often found in military and departments.

- Functional organization.
- Line and staff organization.
- Line, staff and committee organization.

## Line Organization

It is the oldest type of organization in which authority flows directly from the general manager to various executives subordinate to him and then from them to the lower level managers. This will be clear from the diagram given below.

The basic point to be noted in this type of organization is that while authority flows from a higher to a lower level of authority, the line of responsibility moves upwards from the lower to higher level of authority. Everybody knows from whom he has to receive orders or instructions and to whom he has to submit his report. Besides being simple and easily understood it helps in taking quick decisions. But there are certain disadvantages that flow out of this system. Often executives are over-burdened with a diverse and multifarious duties and therefore, it is not possible to practice specialization.

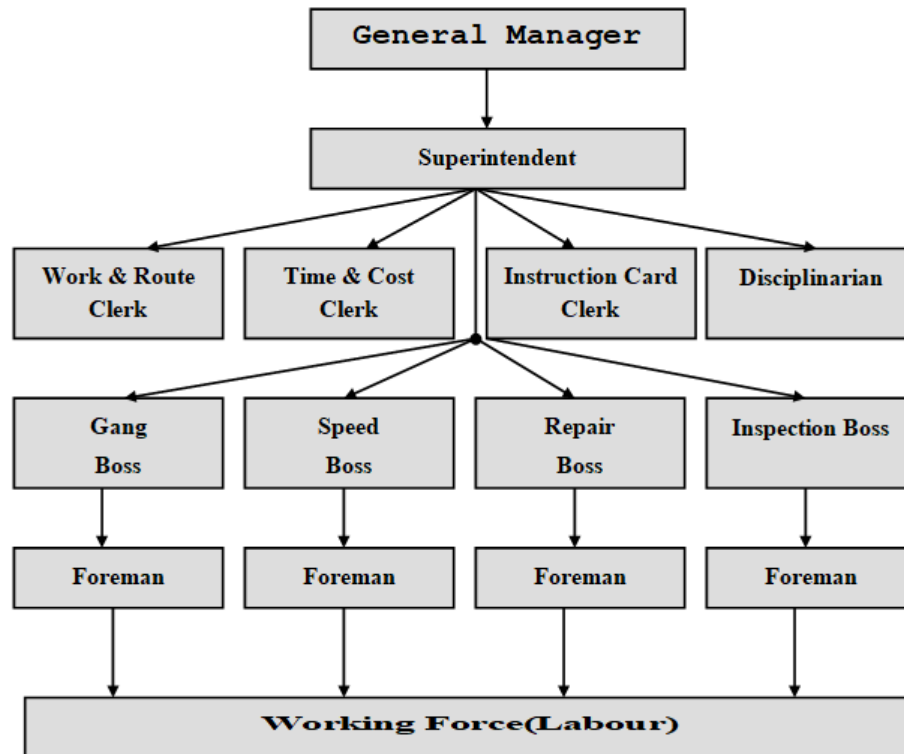


## Functional Organization

The diagram will illustrate the structure of the functional organization.

This type of organization is based on specialization which contributes towards efficiency. The right man is put on the right job and man required for managery ability and talent can be trained

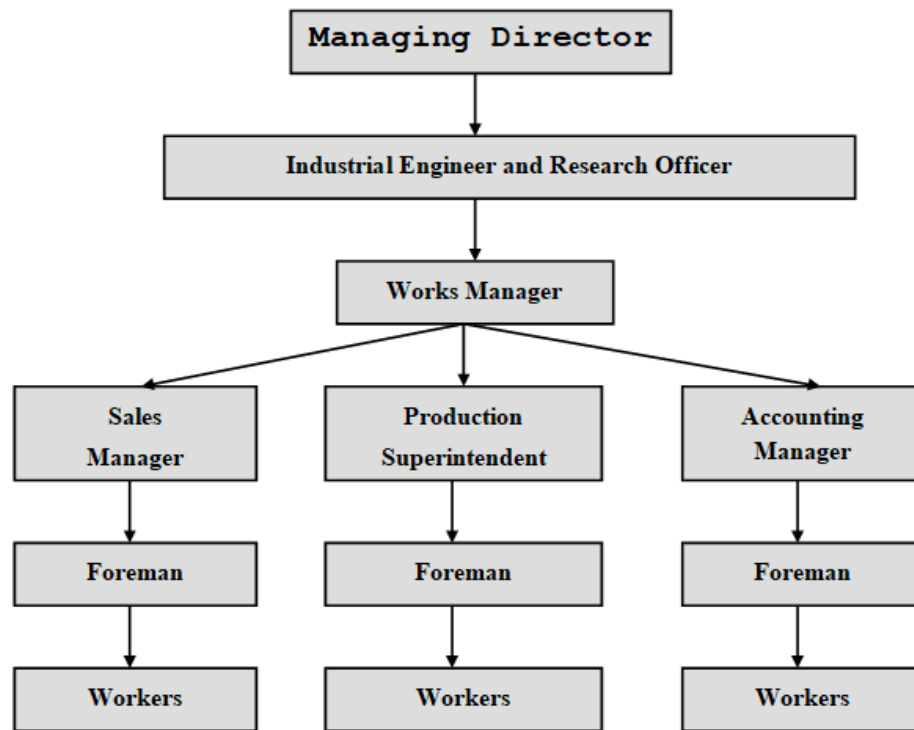
efficiently. It is no doubt more expensive, but the increase in cost is offset through savings resulting from management realizes that he is pursuing a particular function only co-operation between them is encouraged.



## Line and Staff Organization

As the very name suggests this is a combination of the elements of the first two types of organizations. Under this system, a body of experts over the staff is employed to assist the line officials. Investigations are made, information is collected, plans are chalked out and schemes are prepared by this staff. Line officials select the best scheme and give instructions accordingly. The staff is advisory because they do not have any control over the workers or the foreman. The final decision is taken and passed on through the same line of authority as we find in a line type of organization. Suitable for medium and large scale industries such as automobile industries. The structure of this system will be clear from the diagram given on next page.

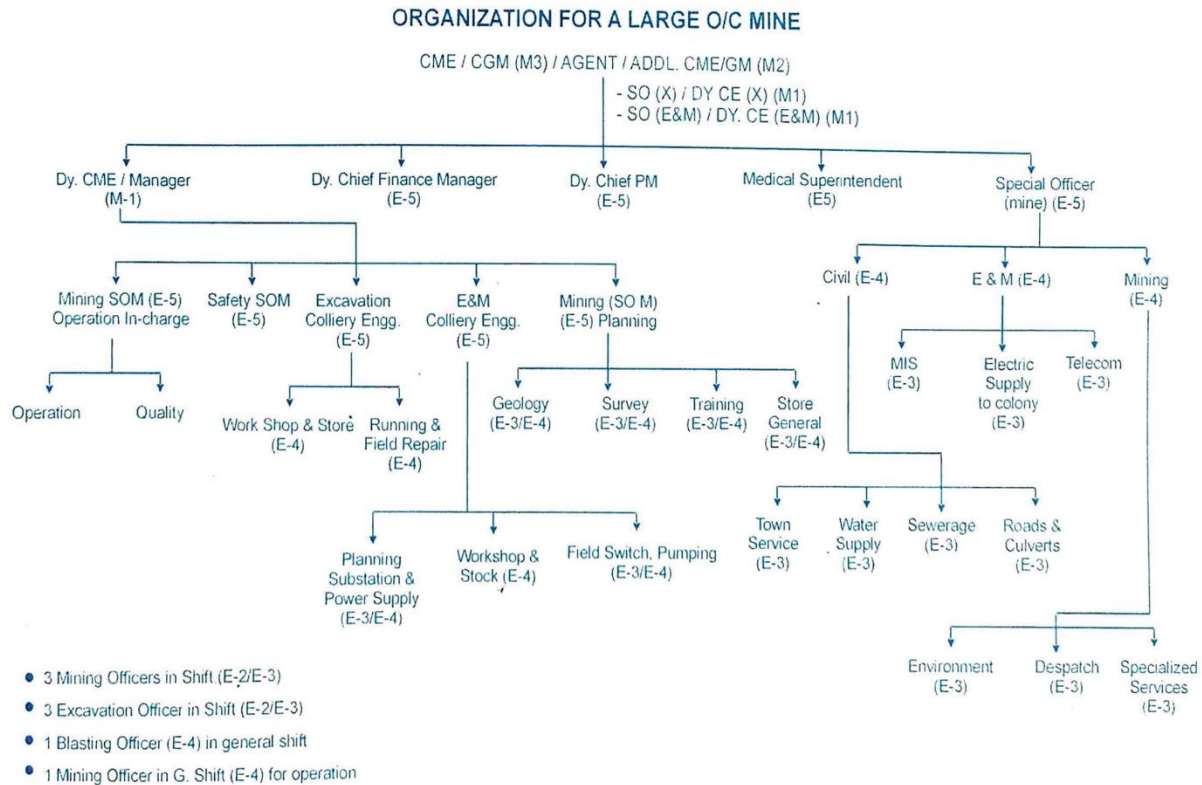
This type of organization brings efficiency in management achieves greater co-ordination and leads to quick action.



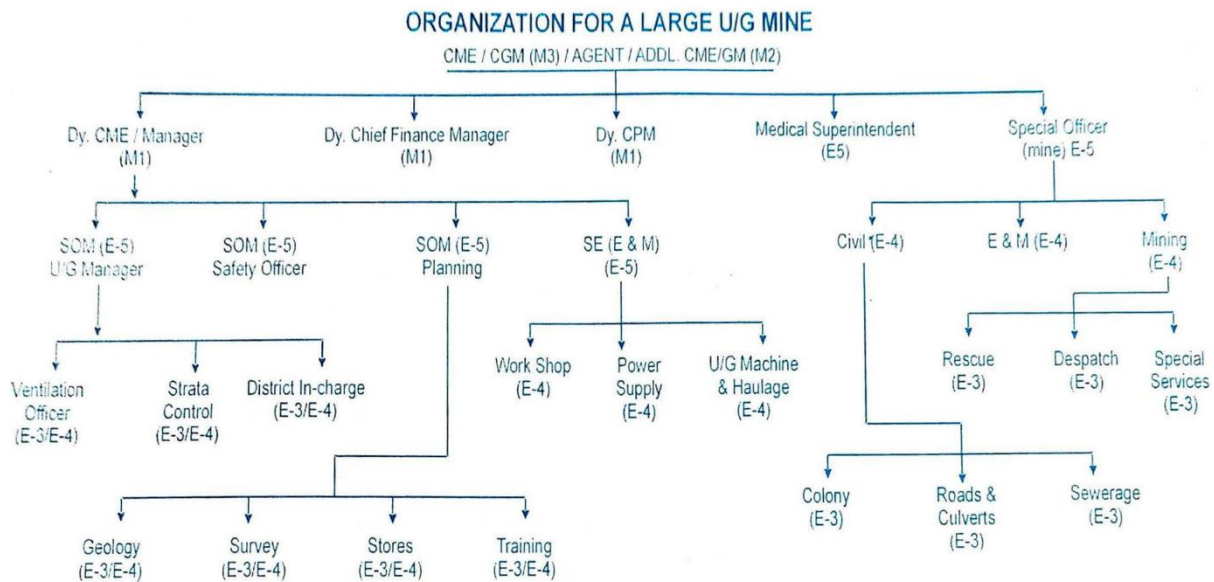
### Line, Staff and Committee Organization

In highly complex and large-scale industrial enterprises, line, staff and committee organizational structure is found. Committees are used to supplement the line. The thoughts of several people on problems involving several functions are pooled together through these committees and as a result better plans and policies for operation come forth. The committee advises the line foreman, who ultimately translates these recommendations into action.

## ORGANIZATIONAL CHART OF LARGE O/C MINE



## ORGANIZATIONAL CHART OF LARGE U/G MINE



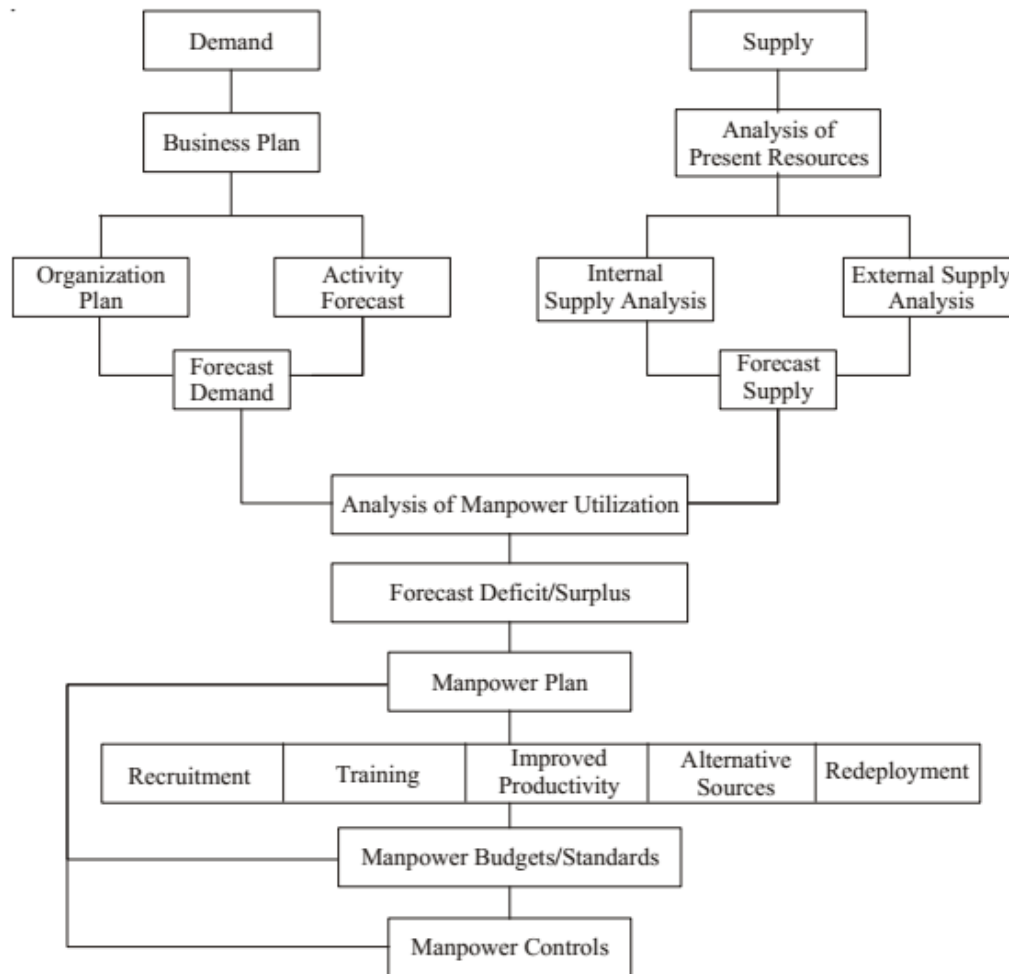
## HUMAN RESOURCE PLANNING

Human resource planning (HRP) is the comparison of an organization's existing labour resources with forecast labour demand, and hence the scheduling of activities for acquiring, training, redeploying and possibly discarding labour. It seeks to ensure that an adequate supply of labour is available precisely when required.

Specific human resource planning duties include:

- Estimation of labour turnover for each grade of employee and the examination of the effects of high or low turnover rates on the organization's performance.
- Analysis of the consequences of changes in working practices and hours. □ Predicting future labour shortages.
- Devising schemes for handling the human problems arising from labour deficits or surpluses.
- Introduction of early retirement and other natural wastage procedures.
- Analysis of the skills, educational backgrounds, experience, capacities and potentials of employees. Effective HRP should result in the right people doing the right things in the right place at precisely the right time.

The process of human resources planning is illustrated in following figure.



**Process of human resource planning**

## TASK ANALYSIS

The traditional approach to task analysis-formerly known as “job analysis” - is characterized by two models: the British model and the American model. The British model has emphasized analysis in terms of specific activities for which the job holder is held responsible whereas the American model has included an emphasis on the competencies needed for the job. With both models the analysis is usually carried out by management with the help of experts, and in other respects as well the two models are quite similar. Both have been found to be useful in analyzing semi-skilled and skilled work.

Task analysis can be defined as the process of identifying the tasks of a particular job in a particular organizational context by analyzing activities, establishing performance criteria, determining required competencies, and analyzing any discrepancies uncovered by this process.

The type of Task Analysis suggested here may be useful to the organization and the individual employees in several ways.



**Selection and placement.** Better recruitment and selection devices can be prepared on the basis of a task analysis (especially competency analysis). Competency analysis can also help an organization to place people in jobs in which they can be more effective (matching the role/job with people).

**Work planning,** including the following:

- Setting individual tasks for a specific period.
- Helping a job incumbent to decide priorities of task.
- Minimizing overlap between jobs
- Identifying neglected tasks in a work unit
- Planning delegation
- Job enrichment

**Performance appraisal,** including

- Negotiated tasks and activities to be performed
- Evaluation (by self and the supervisor) of the quality/quantity standards of task performance (both process and outcome effectiveness)

**Potential appraisal,** including preparation of a system on the basis of the competency analysis, and actual potential appraisal work.

Employee development , including

- feedback on strengths and weaknesses
- Performance counselling
- Training

**Team building,** especially

- Better understanding of each other
- Locating areas of task conflicts and dealing with them
- Building linkages an mutuality between jobs

## TRAINING

After employees are selected, they enter an orientation program to be formally introduced to their jobs. A job is a specific position an employee holds in an organization. The orientation program expands on information received by the employee during the selection process. Orientation is a program that introduces new employees to the organization as a whole, their work unit and co-workers, and their job duties. It helps to reduce initial anxiety over starting a new job by facilitating the outsider-insider transition. Orientation sets a tone for new

employees' work by describing job-related expectations and reporting relationships. Employees are informed about benefits, policies, and procedures. Specific duties and responsibilities and performance evaluation are clarified. During orientation, the supervisor has the opportunity to resolve any unrealistic expectations held by the employee.

Formal orientation programs can include tours of facilities, discussions about the history of the organization, vision and mission, meeting with human resource representatives to discuss policy and compensation, and/or being assigned a mentor to introduce employees to processes and people. A successful orientation result is an employee transition where the new member feels comfortable and capable of performing well on the job.

A mentorship is a formal relationship between a newly hired employee and a veteran employee role model that provides support and encouragement to the new employee. Mentors serve as resources to new employees, helping them resolve personal problems and work-related issues and conflicts. A mentor helps employees become accustomed to the rules, norms, and expectations of the workplace and provides career insight and guidance based on personal career experience.

Training refers to improving an employee's knowledge, skills, and attitudes so that he or she can do the job. All new employees (or current employees in new jobs) should be trained. Cross training prepares an employee for a job normally handled by someone else. Also, training is advisable when new processes, equipment or procedures are introduced into the workplace. If an employee has been off work for more than 30 days, training may be needed.

## Determinants of Performance

Organizations invest in training programs to improve employees' performance. Training can either be for general awareness (for example, safety or sexual harassment) or for the specific job or task. Supervisors must understand the determinants of task performance in order to design job-related training.

**Performance = Ability x Motivation (Effort)**

**Ability = Aptitude x Training x Resources**

**Motivation = Desire x Commitment**

The multiplication sign in these models signifies that all of the components are essential.

**Performance** is the product of ability multiplied by motivation. **Ability** is the product of aptitude multiplied by training and resources. **Aptitude** refers to the skills and abilities an employee brings to the job. Training can enhance most inherent abilities and can improve employee performance. An assessment of ability should be made during the job-matching process by screening applicants against the skill requirements of the job. Low ability is generally associated with very difficult tasks, overall low individual ability, evidence of strong