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Department of Commerce

Class: **III B.com**

**SUBJECT: HUMAN RESOURCE MANAGEMENT**  
**MINIMUM LEARNING MATERIAL**

**Unit-II - HR PLANNING**

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**2MARK QUESTIONS**

**1. What is HR Planning?**

Human resource is the most important asset of an organization. Human resources planning are the important managerial function. It ensures the right type of people, in the right number, at the right time and place, who are trained and motivated to do the right kind of work at the right time, there is generally a shortage of suitable persons.

**2. Define HR Planning.**

According to E.W. Vetter, human resource planning is “the process by which a management determines how an organization should make from its current manpower position to its desired manpower position.

**3. What is JOB ANALYSIS?**

Job Analysis is the formal process of identifying the content of a job in terms activities involved and attributes needed to perform the work and identifies major job requirements.

**4. Meaning of job description.**

**Job description-**A list of jobs duties, responsibilities, reporting relationships, working environment and supervisory responsibility.

**5. What is job specification?**

**Job specification-**A list of job’s “human requirements,” that is requisite education, skills, personality and so on.

**6. What are the information collected in job analysis?**

Work Performance , Job context, Personal requirements

**7. Write 2 advantages in job analysis.**

1. Laying the foundation for human resource planning.
2. Laying the foundation for employee hiring.

**5 MARK QUESTIONS**

**1.What are the features in HR Planning?**

1. Well Defined Objectives: Enterprise’s objectives and goals in its strategic planning and operating planning may form the objectives of human resource planning. Human resource needs are planned on the basis of company’s goals.

2. **Determining Human Resource Needs:** Human resource plan must incorporate the human resource needs of the enterprise. The thinking will have to be done in advance so that the persons are available at a time when they are required. For this purpose, an enterprise will have to undertake recruiting, selecting and training process also.

3. **Keeping Manpower Inventory:** It includes the inventory of present manpower in the organization. The executive should know the persons who will be available to him for undertaking higher responsibilities in the near future.

4. **Adjusting Demand and Supply:** Manpower needs have to be planned well in advance as suitable persons are available in future. If sufficient persons will not be available in future then efforts should be made to start recruitment process well in advance. The demand and supply of personnel should be planned in advance.

5. **Creating Proper Work Environment:** Besides estimating and employing personnel, human resource planning also ensures that working conditions are created. Employees should like to work in the organisation and they should get proper job satisfaction.

## **2.What is the importance in manpower planning?**

**1. Key to managerial functions-** The four managerial functions, i.e., planning, organizing, directing and controlling are based upon the manpower. Human resources help in the implementation of all these managerial activities. Therefore, staffing becomes a key to all managerial functions.

**2. Efficient utilization-** Efficient management of personnel's becomes an important function in the industrialization world of today. Setting of large scale enterprises requires management of large scale manpower. It can be effectively done through staffing function.

**3. Motivation-** Staffing function not only includes putting right men on right job, but it also comprises of motivational programmes, i.e., incentive plans to be framed for further participation and employment of employees in a concern. Therefore, all types of incentive plans become an integral part of staffing function.

**4. Better human relations-** A concern can stabilize itself if human relations develop and are strong. Human relations become strong through effective control, clear communication, effective supervision and leadership in a concern. Staffing function also looks after training and development of the work force which leads to co-operation and better human relations.

**5. Higher productivity-** Productivity level increases when resources are utilized in best possible manner. Higher productivity is a result of minimum wastage of time, money, efforts and energies. This is possible through the staffing and its related activities

(Performance appraisal, training and development, remuneration)

## **3. Write the need of manpower planning.**

1. Shortages and surpluses can be identified so that quick action can be taken wherever required.
2. All the recruitment and selection programmes are based on manpower planning.
3. It also helps to reduce the labour 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 programmes 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.

#### **4. What is job description?**

**Job Title:** Clarifies the position, rank or level (if applicable).

**Job location:** It includes the physical location of the job, the days and hours of the position, and includes any potential overtime that may be required to perform the job.

**Goals and Objectives:** it includes goals and objectives the incumbents should be accomplishing in its job.

**Position Reports To:** It includes those persons who the employee should report to i.e. the boss of the job holder

**Immediate level subordinates:** A job description also includes the subordinates of the job holder.

**Machines, tools and equipments used:** It includes those machines and tools which will be used by the job holder in order to perform his duties.

**Key Responsibilities:** The key responsibilities section of your job description should give clear and unambiguous detail of the main tasks that your employee is accountable and responsible for.

**Core Skills:** The core skills section of a job description are those minimum skills and experience that the incumbent will need to perform the job in a professional and responsible manner for your business.

**Authority limits:** The employee should know his authority limits. He shouldn't go beyond his authority limits.

**Working environment:** It includes the kind of environment in which the job holder will work.

**Hazards :** The hazards involved in performing the job is also included in it

## **5.What are the methods for collecting job data?**

**Observation:** In this method, the job analyst carefully observes the job holder at work and records what he or she does, how he or she does, and how much time is needed for completion of a given task.

**Interview:** In this, the analyst interviews the job holder and his/her supervisor to elicit information about the job

**Questionnaire:** Job holder fills in the given structured questionnaires, which are then approved by their supervisors. The filled in questionnaires offer enough data on jobs

**Checklists:** checklist is similar to a questionnaire, but the response sheet contains fewer subjective judgments and tends to be either-yes-or-no variety.

**Technical Conference Method:** In this method, the details of job are obtained by the supervisors who possess extensive knowledge about a job.

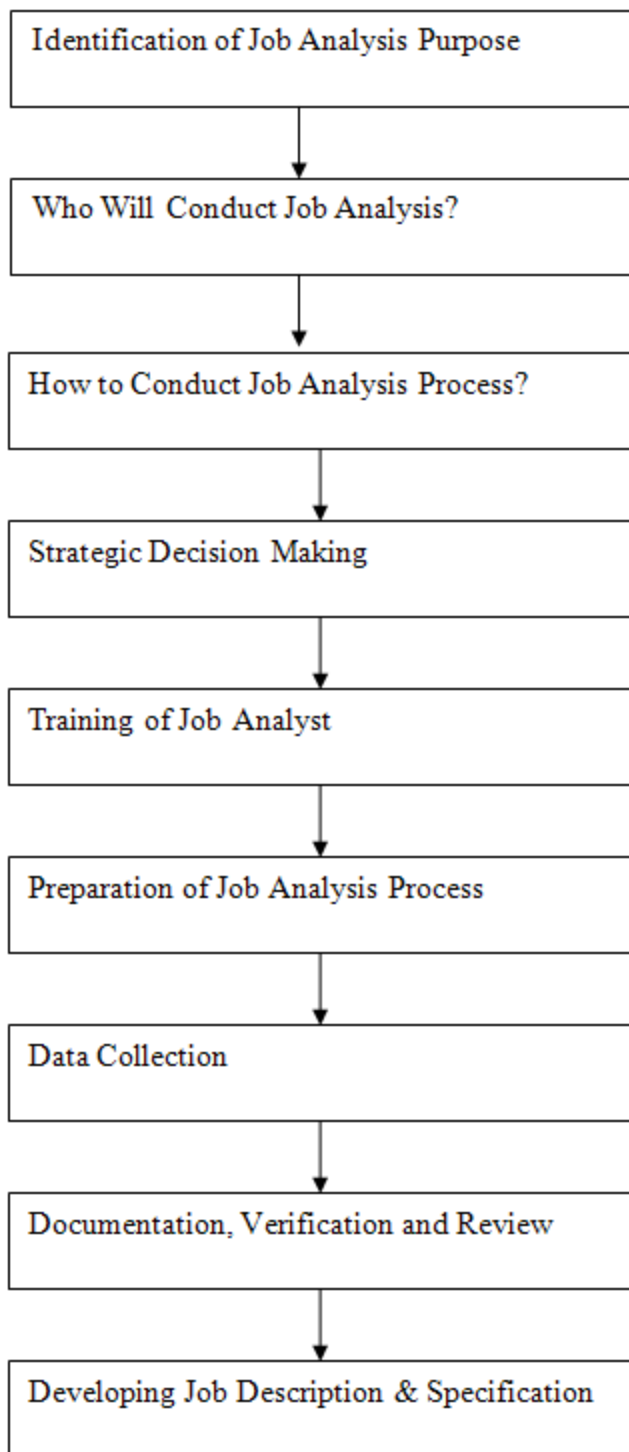
**Diary Method:** In this method, the job holders are required to record in detail their activities of each day

**Position Analysis Questionnaire(PAQ):** The PAQ itself is filled by a job analyst, a person who should already be acquainted with a particular job to be analyzed.

**Department of labor(DOL) procedure:** Standardized method for rating, classifying and comparing virtually every kind of job based on data, people and things.

**Functional job analysis:** A method for classifying job similar to the DOL analysis but additionally taking into account the extent to which instructions, reasoning, judgment and verbal facility are necessary for performing job tasks.

**6. Explain the process of job analysis?**



□ **Identification of Job Analysis Purpose:** Well any process is futile until its purpose is not identified and defined. Therefore, the first step in the process is to determine its need and desired output. Spending human efforts, energy as well as money is useless until HR managers don't know why data is to be collected and what is to be done with it.

- **Who Will Conduct Job Analysis:** The second most important step in the process of job analysis is to decide who will conduct it. Some companies prefer getting it done by their own HR department while some hire job analysis consultants. Job analysis consultants may prove to be extremely helpful as they offer unbiased advice, guidelines and methods. They don't have any personal likes and dislikes when it comes to analyze a job.
- **How to Conduct the Process:** Deciding the way in which job analysis process needs to be conducted is surely the next step. A planned approach about how to carry the whole process is required in order to investigate a specific job.
- **Strategic Decision Making:** Now is the time to make strategic decision. It's about deciding the extent of employee involvement in the process, the level of details to be collected and recorded, sources from where data is to be collected, data collection methods, the processing of information and segregation of collected data.
- **Training of Job Analyst:** Next is to train the job analyst about how to conduct the process and use the selected methods for collection and recoding of job data.
- **Preparation of Job Analysis Process:** Communicating it within the organization is the next step. HR managers need to communicate the whole thing properly so that employees offer their full support to the job analyst. The stage also involves preparation of documents, questionnaires, interviews and feedback forms.
- **Data Collection:** Next is to collect job-related data including educational qualifications of employees, skills and abilities required to perform the job, working conditions, job activities, reporting hierarchy, required human traits, job activities, duties and responsibilities involved and employee behaviour.
- **Documentation, Verification and Review:** Proper documentation is done to verify the authenticity of collected data and then review it. This is the final information that is used to describe a specific job.
- **Developing Job Description and Job Specification:** Now is the time to segregate the collected data in to useful information. Job Description describes the roles, activities, duties and responsibilities of the job while job specification is a statement of educational qualification, experience, personal traits and skills required to perform the job.

## 10 MARK QUESTIONS

### 1. What are the steps followed in manpower planning?

1. Analyzing the current manpower inventory-Before a manager makes forecast of future manpower, the current manpower status has to be analyzed. For this the following things have to be noted-

- Type of organization
- Number of departments
- Number and quantity of such departments

- Employees in these work units Once these factors are registered by a manager, he goes for the future forecasting.

2. Making future manpower forecasts- Once the factors affecting the future manpower forecasts are known, planning can be done for the future manpower requirements in several work units. The Manpower forecasting techniques commonly employed by the organizations are as follows:

i. Expert Forecasts: This includes informal decisions, formal expert surveys and Delphi technique.

ii. Trend Analysis: Manpower needs can be projected through extrapolation (projecting past trends), indexation (using base year as basis), and statistical analysis (central tendency measure).

iii. Work Load Analysis: It is dependent upon the nature of work load in a department, in a branch or in a division.

iv. Work Force Analysis: Whenever production and time period has to be analyzed, due allowances have to be made for getting net manpower requirements.

v. Other methods: Several Mathematical models, with the aid of computers are used to forecast manpower needs, like budget and planning analysis, regression, new venture analysis.

3. Developing employment programmes- Once the current inventory is compared with future forecasts, the employment programmes can be framed and developed accordingly, which will include recruitment, selection procedures and placement plans.

4. Design training programmes- These will be based upon extent of diversification, expansion plans, development programmes, etc. Training programmes depend upon the extent of improvement in technology and advancement to take place. It is also done to improve upon the skills, capabilities, knowledge of the workers.

## **2. Write Obstacles in Manpower Planning.**

1. Under Utilization of Manpower: The biggest obstacle in case of manpower planning is the fact that the industries in general are not making optimum use of their manpower and once manpower planning begins, it encounters heavy odds in stepping up the utilization.

2. Degree of Absenteeism: Absenteeism is quite high and has been increasing since last few years.

3. Lack of Education and Skilled Labour: The extent of illiteracy and the slow pace of development of the skilled categories account for low productivity in employees. Low productivity has implications for manpower planning.

4. Manpower Control and Review:

a. Any increase in manpower is considered at the top level of management



b. On the basis of manpower plans, personnel budgets are prepared. These act as control mechanisms to keep the manpower under certain broadly defined limits.

c. The productivity of any organization is usually calculated using the formula:  $\text{Productivity} = \text{Output} / \text{Input}$  But a rough index of employee productivity is calculated as follows:  $\text{Employee Productivity} = \text{Total Production} / \text{Total no. of employees}$

d. Exit Interviews, the rate of turnover and rate of absenteeism are source of vital information on the satisfaction level of manpower. For conservation of Human Resources and better utilization of men studying these conditions, manpower control would have to take into account the data to make meaningful analysis.

e. Extent of Overtime: The amount of overtime paid may be due to real shortage of men, ineffective management or improper utilization of manpower. Manpower control would require a careful study of overtime statistics.

Few Organizations do not have sufficient records and information on manpower. Several of those who have them do not have a proper retrieval system. There are complications in resolving the issues in design, definition and creation of computerized personnel information system for effective manpower planning and utilization. Even the existing technologies in this respect is not optimally used. This is a strategic disadvantage.

### **3. Explain the term job evaluation.**

Job evaluation: It is a process of determining the relative worth of a job. It is a process which is helpful even for framing compensation plans by the personnel manager. Job evaluation as a process is advantageous to a company in many ways:

1.Reduction in inequalities in salary structure -It is found that people and their motivation is dependent upon how well they are being paid. Therefore the main objective of job evaluation is to have external and internal consistency in salary structure so that inequalities in salaries are reduced.

2.Specialization -Because of division of labour and thereby specialization, a large number of enterprises have got hundred jobs and many employees to perform them. Therefore, an attempt should be made to define a job and thereby fix salaries for it. This is possible only through job evaluation.

3.Helps in selection of employees - The job evaluation information can be helpful at the time of selection of candidates. The factors that are determined for job evaluation can be taken into account while selecting the employees.

4.Harmonious relationship between employees and manager - Through job evaluation, harmonious and congenial relations can be maintained between employees and management, so that all kinds of salaries controversies can be minimized.

5.Standardization -The process of determining the salary differentials for different jobs become standardized through job evaluation. This helps in bringing uniformity into salary structure.

6.Relevance of new jobs - Through job evaluation, one can understand the relative value of new jobs in a concern.

#### **4.What are factors affected in job analysis?**

1.Organizational Factors

2.Environmental Factors

3.Behavioural Factors

1.Organizational Factors

Organizational factors that affect job design can be work nature or characteristics, work flow, organizational practices and ergonomics.

♣Work Nature: There are various elements of a job and job design is required to classify various tasks into a job or a coherent set of jobs. The various tasks may be planning, executing, monitoring, controlling etc and all these are to be taken into consideration while designing a job.

♣Ergonomics: Ergonomics aims at designing jobs in such a way that the physical abilities and individual traits of employees are taken into consideration so as to ensure efficiency and productivity.

♣Workflow: Product and service type often determines the sequence of work flow. A balance is required between various product or service processes and a job design ensures this.

♣Culture: Organizational culture determines the way tasks are carried out at the work places. Practices are methods or standards laid out for carrying out a certain task. These practices often affect the job design especially when the practices are not aligned to the interests of the unions.

2.Environmental Factors

Environmental factors affect the job design to a considerable extent. These factors include both the internal as well as external factors. They include factors like employee skills and abilities, their availability, and their socio economic and cultural prospects.

♣Employee availability and abilities: Employee skills, abilities and time of availability play a crucial role while designing of the jobs. The above mentioned factors of employees who

will actually perform the job are taken into consideration. Designing a job that is more demanding and above their skill set will lead to decreased productivity and employee satisfaction.

♣Socio economic and cultural expectations: Jobs are nowa days becoming more employee centered rather than process centered. They are therefore designed keeping the employees into consideration. In addition the literacy level among the employees is also on the rise. They now demand jobs that are to their liking and competency and which they can perform the best.

### 3. Behavioural Factors

Behavioural factors or human factors are those that pertain to the human need and that need to be satisfied for ensuring productivity at workplace. They include the elements like autonomy, Diversity, feedback etc. A brief explanation of some is given below:

♣Autonomy: Employees should work in an open environment rather than one that contains fear. It promotes creativity, independence and leads to increased efficiency.

♣Feedback: Feedback should be an integral part of work. Each employee should receive proper feedback about his work performance.

♣Diversity: Repetitive jobs often make work monotonous which leads to boredom. A job should carry sufficient diversity and variety so that it remains as interesting with every passing day. Job variety / diversity should be given due importance while designing a job.

♣Use of Skills and abilities:Jobs should be employee rather than process centered. Though due emphasis needs to be given to the latter but jobs should be designed in a manner such that an employee is able to make full use of his abilities and perform the job effectively