

## UNIT-II

Subject Name	Sub Code	Semester	Prepared by
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### **HUMAN RESOURCE PLANNING;**

#### **DEFINITION:**

In the words of Aswathappa, “ Human Resource Planning is the process of forecasting demand for, and supply of, the right type of people in the right number”.

Definition of Coleman; Coleman defined “ Human Resources or Manpower Planning”, as “The process of determining manpower requirements and means for meeting those requirements and in order to carry out the integrated plan of the organization”.

#### **OBJECTIVES OF HUMAN RESOURCE PLANNING;**

The main objectives of human resource planning in an organization are as follows,

1. To recruit and retain the human resource of required quality and quantity.
2. To make sure that the optimum use of human resources already employed and working in the organization.
3. To estimate the future skill requirements of human resources.
4. To forecast the labour turnover and take necessary steps to minimize such turnover.
5. To make necessary arrangements to improve the standards, skill, knowledge, ability, discipline etc. of the manpower.
6. To determine the surplus or lack of human resources and take necessary measures.
7. To make the best use of manpower.
8. To determine the optimum training level.
9. To devise necessary control measures so as to ensure that sufficient resources are available whenever needed.

#### **IMPORTANCE OF HUMAN RESOURCE PLANNING:**

##### **1. Estimating future demand for human resources:**

HRP determines the future requirement of personnel on the pace of development, expansion and diversification of business. It also deals with surplus and deficit workforce of the organization.

##### **2. Bridging the gap:**

HRP plays an important role in bridging the gap between the demand and supply of workforce in an organization.

##### **3. Enhancing workforce:**

HRP advocates for training and development of workforce to cater to the future demand for workforce.

**4. Coping with changes:**

HRP facilitates to cope with changes. As the changes are inevitable, HRP focuses on change in nature of workforce, technological change, organizational change, demographic changes, legality and ethicality in dealing with workforce.

**5. Determining the cost of human resources:**

Out flow of money is involved in every process of HRM. HRP takes into account the money spent on every activity of HRM and facilitates cost control and cost reduction.

**6. Cost of hiring and training:**

HRP minimizes the cost of hiring and procurement. It is simple to understand that money unspent is money saved

**7. Diversification and expansion of business:**

Diversification and expansion of business results in demand for workforces. HRP determines the qualitative and quantitative workforce requirement for an organization.

**8. Management development programmes:**

HRP decides upon the need for management development programmes and facilitates to conduct the same more effectively and efficiently.

**9. Optimal utilization of human resources:**

Effective Human Resource Planning will help ascertain the adequate workforce and facilitate to use them optimally. It also prevents disguised unemployment and overloading, leading to job stress.

**10. Essential for strategic planning:**

Strategic plans are the long-term plans of the organization. In the absence of HRP, strategic planning will become ineffective.

**FACTORS INFLUENCING HUMAN RESOURCES PLANNING:**

There are two factors which influence Human Resources Planning: They are:

**I. Internal Factors**

- a. Recruitment Policy
- b. Availability of Funds
- c. Job Requirements
- d. Trade Union Influence
- e. Scale of Operations

**II. External Factors**

- a. Demand & Supply of Manpower
- b. Reservation Policy
- c. Terms & Conditions of Job Seekers

- d. Technology
- e. Trend in the Industry

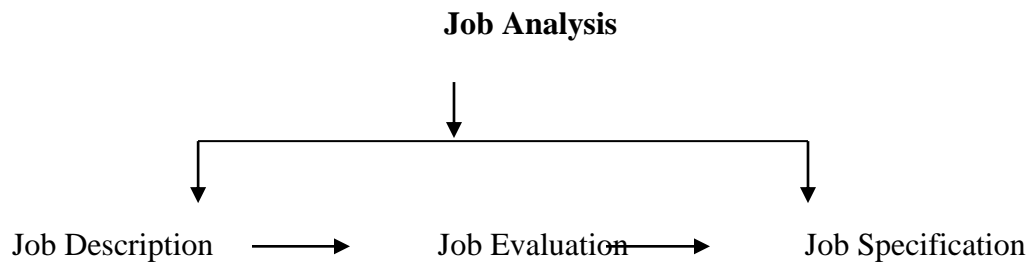
**Limitations of Human Resources Planning:**

1. Expensive
2. Uncertainties
3. Resistance by Trade Unions
4. Inaccurate Forecasts
5. Not Focused on Quality of HR

**JOB ANALYSIS;**

Job analysis is concerned with three important components of a job i.e., individual qualification, duties and working conditions.

K. Aswathappa states that, “ Job analysis involves collection of job related information”. It is a detailed study of a job to learn about its various elements. Job analysis results in two important documents.



**Uses of Job Analysis importance/benefits ;**

Job analysis is very useful it provides relevant information for an effective HRM, especially, in following areas.

**HR Planning:**

Proper human resources planning helps quality personnel for an organization.

**Recruitment and Selection:**

Job analysis helps in deciding internal and external source of recruitment to fill up the vacancies.

**Employee Training and Development:**

Job analysis enables the manager to know the required job skills the new employees should possess to carry out their job most effectively and efficiently.

**Performance Management:**

Job description is useful in defining job goals the achieved by the employees.

**Compensation:**

It provides the basic information in compensation for employees.

**Placement and Induction:** It enables for appropriate placement of personnel because ,proper placement more important the right person for the organization

**Counseling:**

Job description helps the manager to make up the minds of the employees for performing their job effectively.

**Placement and Induction;**

It enables for appropriate placement of personnel because, proper placement is more important than selecting the right person for the organization.

**Health and Safety;**

As it is required by law, the management will provide better safety measures for employees to avoid unwanted accidents.

**Labour Relation;**

Job description not only helps for grouping the job activities, but also serves as a ready reference in case of any conflict or controversies which arise with regard to the jobs performed by the employees. It helps in maintaining good labour relations.

**JOB-EVALUATION:**

Job description and job analysis provides valuable information for making job evaluation.

**PROCESS OF JOB ANALYSIS:**

Human resource planning depends upon job analysis. Job analysis includes the following major processes/steps.

**Step-I-Selecting the jobs for analysis:**

The supervisors suggest the jobs to be analyzed. Based on their recommendation, the jobs are analyzed.

**Step-II -Collecting job data:**

All relevant information regarding the contents of the jobs collected such as working conditions, machines, methods etc.

**Step-III-Collecting Organization Information:**

The data relating to organization chart, manual, machine operating are collected because they too influence jobs

**Step-IV Job description:**

It leads to preparation of job description which is a written document that describes the main features of the jobs.

**Step-V Job Specification:**

Another written document prepare in the process is job specification which provides information regarding human qualities, traits, physical and psychological attributed for successful performance of the job.

**JOB DESCRIPTION:**

It is a factual summary of the job contents, consisting of job title, job duties, equipment and machineries to be used, working conditions, supervision needed, personnel requirements and relationship with other jobs.

In the words of Toomey Deb, “Job description is written list of a job’s duties, responsibilities involved in a job”.

According to Edwin B.Flipppo, “The first and immediate product of the job analysis process is job description. As its title indicates, this document is basically descriptive in nature and constitutes a record of existing pertinent job facts”.

Designation/position	; Asst. HR Manager
Code	; HR /3231
Department	; Human Resources Department
Responsibility	; Recruitment and Selection
Duties	; Facilitating in preparing HR policies HR Planning Analyzing the sources of recruitment Deciding on internal or external source of remittent or both Drafting ads Conducting selection tests Finalizing the selection list Preparing cost budget
Working condition	; Normal, Eight hours per day, Five days a week
Reporting to	; HR Manager

**JOB SPECIFICATION:**

It states the minimum acceptable qualifications required to perform a job satisfactorily by an individual. It identifies the job requirements such as education qualifications, job related experience, skills and abilities needed to perform the job effectively. It provides physiological, psychological, social, occupational and personal attributes required from an individual to perform a job effectively and job efficiently.

According to Bohlander and Snell, “ Job specification is a statement of the needed knowledge, skills, abilities of the person who is to perform the job”.

Job title	: Data entry operator
Education	: Any degree
Appearance	: Neat and clean
Physical and health	: Good health Emotional balance
Mental ability	: Good numerical ability
Work experience	: Minimum 2 years preferably in similar jobs
Special ability	: Manual dexterity ability to work with others
Special skills	: Typing speed 100 words per minute
Maturity	: To assume additional responsibilities in another 2 years
Other	: Expect that incumbent would be ready for promotion within 24 months

JOB DESCRIPTION	JOB SPECIFICATION
<ul style="list-style-type: none"> <li>• Job title</li> <li>• Location</li> <li>• Comprehensive job summary Duties and responsibilities, materials, machines, tools, equipments, forms, methods, techniques to be used financial and material accountability. <ul style="list-style-type: none"> <li>• Supervision</li> <li>• Hours of work</li> <li>• Working condition</li> <li>• Physical demand</li> <li>• Health and safety measures</li> <li>• Compensation</li> <li>• Contacts</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Physical Characteristics Fitness, height, weight, sight, voice, hearing, smell, alertness, physical efforts and skills.</li> <li>• Emotional Characteristics Emotionally stability, cool and composed, adaptability, pleasing manner.</li> <li>• Intellectual Characteristics Education, Subject knowledge, experience, drive, logical reasoning, numerical ability,.</li> <li>• Other Traits Personality, ethics, loyalty, communicative skill.</li> </ul>

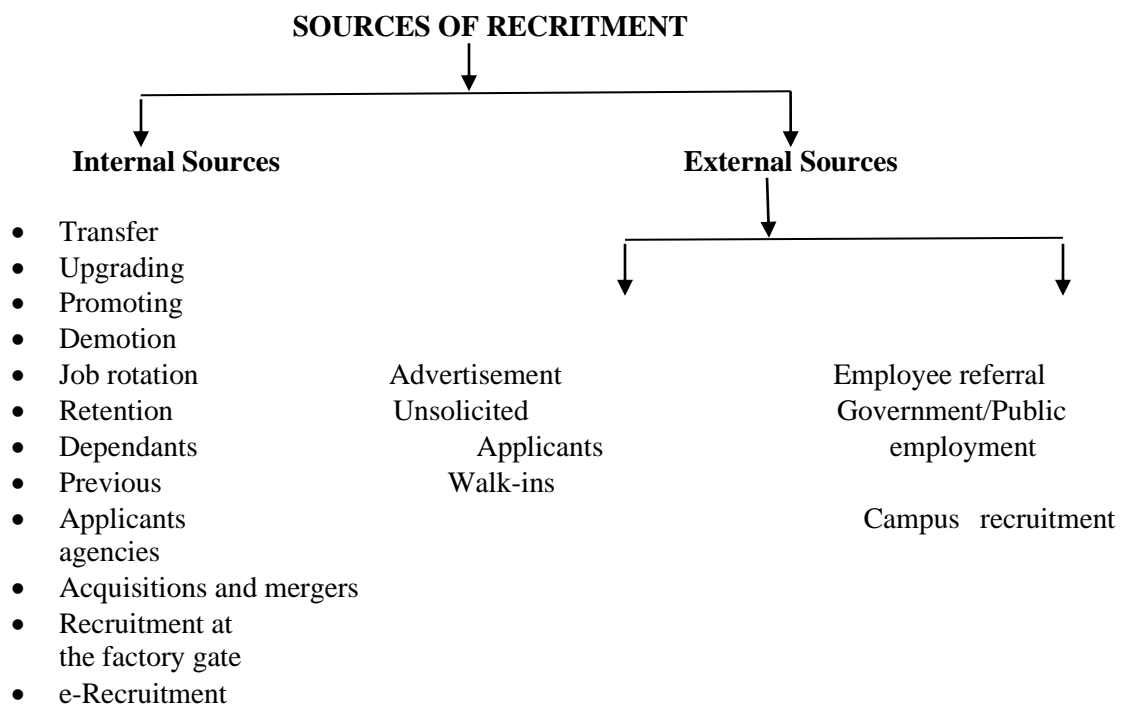
**RECRUITMENT;**

According to Edwin B. Flippo, “Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in the organization”.

Koontz and O Donnell have defined selection as “ the process of choosing candidates from within the organization or from the outside, the most suitable person for the current position or for the future position”.

**SOURCES OF RECRUITMENT ;**

The sources of recruitment can be classified as Internal sources and External sources.



**Transfer;**

Workforce requirement is also met by transferring the existing employees from one department to another or one unit to another considering their efficiency.

**Promotion;**

Considering seniority and merits of the employees they are promoted on

**Demotion;**

In case of consistent poor performance of employees they are demoted to make them realize their potential for development.

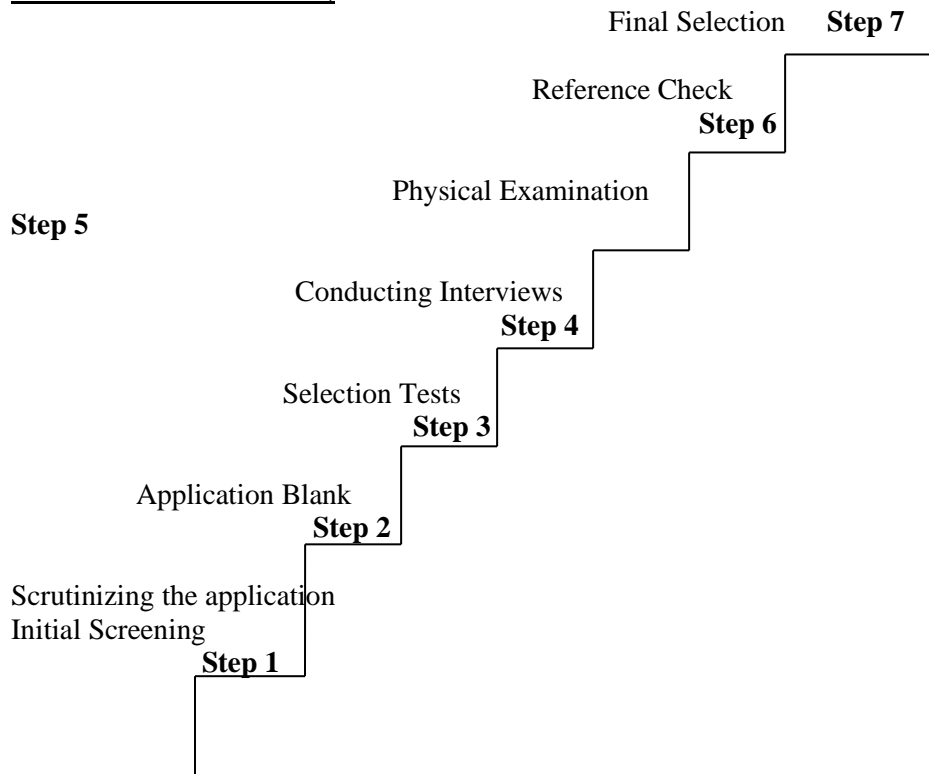
**Job rotation;**

This is another internal source of recruitment. It is done by engaging the employees to do various jobs on rotation.

**SELECTION:**

Yoder defines “ Selection is the process by which the candidates for employment are divided into two cases –those who will be offered employment and those who will not”

**SELECTION PROCESS;**



**Steps in the Selection process**

**Step-I Scrutinizing the Application/Initial Screening:**

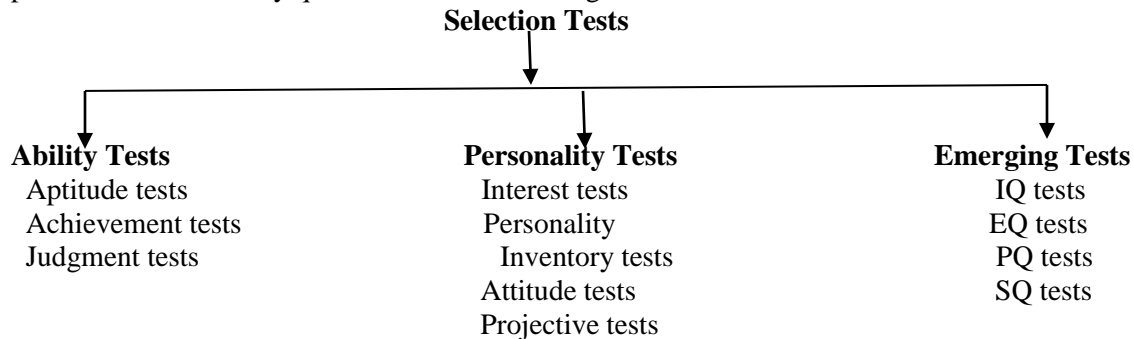
This is the very first elimination step in selection process. A relatively large number of applications are carefully scrutinized and the unqualified and untalented applicants are filtered.

**Step-II Application Blank ;**

Application Blank is an application in blank given by the recruiter on behalf of the employer to the applicants at the initial stage of selection process. This is the second step in selection process.

### **Step-III Selection Tests;**

Several tests are being conducted in the process of selection to determine whether the applicant possesses the necessary qualities to fit into the organization.



### **Ability Tests;**

The ability tests are conducted to test the subject/job knowledge, required skill sets, capabilities and capacity of the candidate to do the assigned job most effectively and efficiently.

### **Aptitude Tests;**

Aptitude tests are devised to test the ability and skills of the applicant.

### **Achievement Tests;**

Achievement tests measure the candidates' capacity to achieve in a given field or job.

### **Judgment Tests;**

These tests are conducted to test the presence of mind, tact and reasoning capacity to assess the situation and find solution for a problem.

### **Personality Tests;**

#### **Interest Tests;**

This test will enable discovery of a person's area of interest and accordingly provide a job that would give him greater job satisfaction.

#### **Attitude Tests;**

Attitude tests help to help identify the application's tendencies towards people, situation, action and such of value things.

#### **Projective Tests;**

These tests are employed to learn the candidate's values, motives, attitude, personality, etc. from the interpretations he/she made on the given pictures, figures etc.

### **Emerging Tests;**

#### **Intelligence quotient Tests;**

IQ is a number used to indicate a person's intelligence. A person's IQ is based on a comparison of him or her score in an intelligence test with the scores of others in the same test.

#### **Emotional Quotient (EQ) Tests;**

EQ tests or Emotional Intelligence tests are employed to test the emotional balance of the applicants especially when their emotional mind is at work.

#### **Physical Quotient (PQ) Tests;**

PQ tests are administered on candidates in selection process to identify their ability to diagnose physical environment, ailments and finding the ways and means to address them appropriately.

#### **Spiritual Quotient (SQ) Tests;**

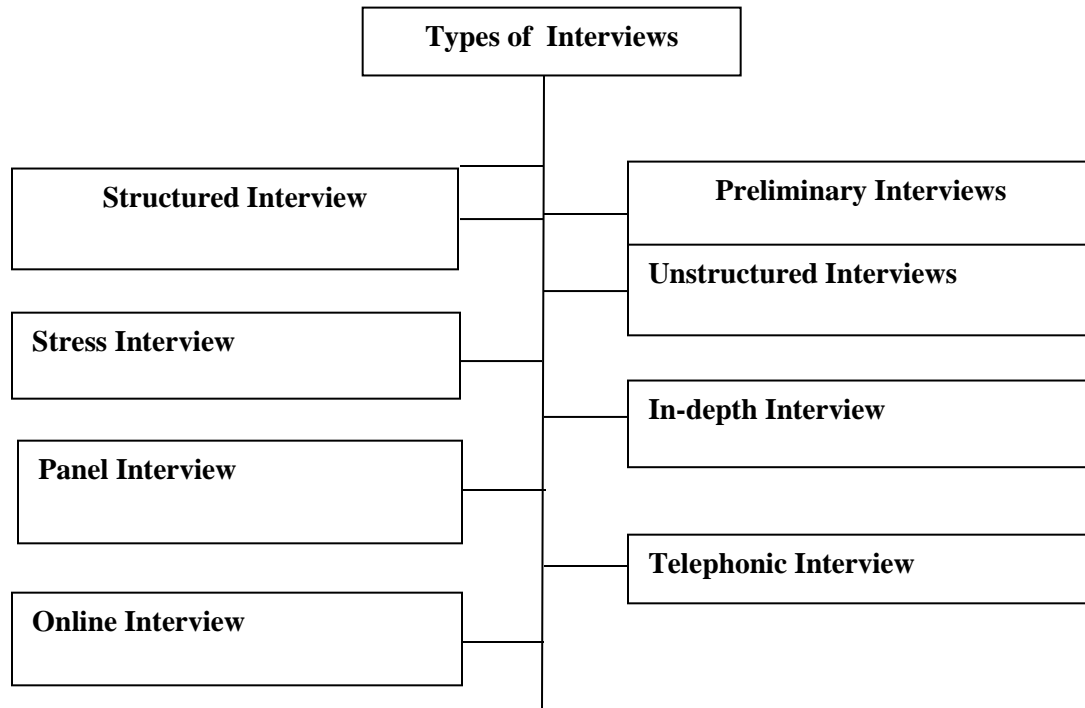
There are standardized questionnaires available to test the level of spiritual quotient of the candidates.



### Step-IV-Conducting interviews:

An interview is a face-to-face interaction between the interviewee and the interviewer. The important interviews are discussed here under.

### Types of Interviews;



#### Preliminary Interviews

The first interview is conducted to know the general suitability of the candidate's interested to take up a job.

#### Structured Interview

This interview is structured based on the series of questions to be asked to all the interviewees. The series of questions asked in structured questions will vary according to the nature of jobs.

#### Unstructured Interviews

Unlike the structured interview, several indefinite and dissimilar set of questions are asked to the interviewee, It is the interviewer who decides upon the fitness for the job based on the interviewees responses to the random questions asked in the interview.

#### Stress Interview

The interviewer creates stressful situations by asking and doing irrational and irritating questions and activities in the interview and observes the way in which the interviewee reacts to the situation. Stress interview is conducted to select candidates for the position responsible for enhancing customer relations and public relations.

#### In-depth Interview

This interview is conducted to test level of knowledge of the interviewee in particular field(s) .

#### Panel Interview

When group of people interview the interviewee, it is called panel interview.

### **Telephonic Interview**

Telephonic interviews are conducted when the candidate lives in a far away place and finds it difficult to attend the preliminary interview for various reasons.

### **Online Interview**

These days, Information and Communication Technologies (ICTs) have enabled online interviews. Internet and computer technologies connect people irrespective of distance between them to interact and conduct interview. Nowadays, video conferencing method is also used to interview candidates living in far away places.

### **Step-V-Physical Examination:**

Physical/ Medical Examination is a test of physical fitness of the candidate. This practice eliminates fake certification to get a job. Medical examination is important for the following reasons.

- To determine the physical fitness of the candidate to take up a job.
- To record the candidate's disabilities at the time of selection.
- To prevent people suffering from contagious diseases.
- To provide job offer to differently abled people as required by the government.

### **Step-VI Reference Check:**

A reference check is an important step in selection process before making an offer. This should be done in confidence to avoid misconception.

### **Step-VII. Final Selection:**

The successful candidate who proves to be the best candidate for a job by passing through all the above mentioned selection stages is offered an appointment order.

### **MEANING AND BENEFITS OF INDUCTION:-**

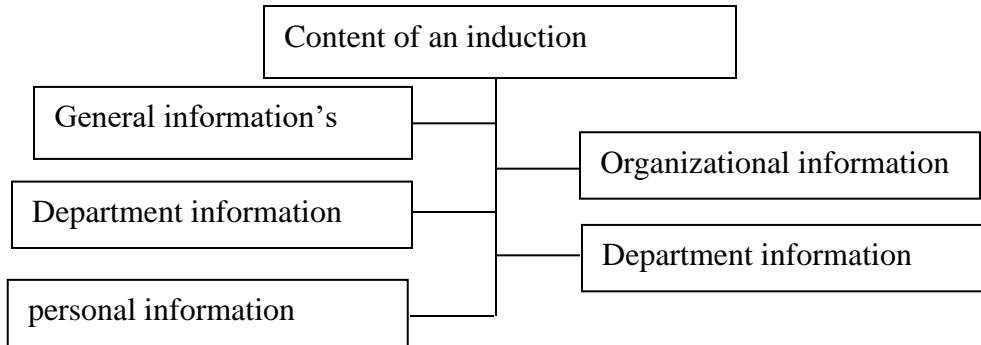
Induction is the process of welcoming introduction and socializing the new entrants to the existing group of people. It is also called orientation programme.

### **Merits & benefits of induction programme:-**

The induction programme demands time and serious thinking. It is done in order to enjoy the below mentioned benefits.

- It enables the new employees to learn their jobs more quickly.
- Creates a sense of belongingness and satisfaction in new comers.
- It reduces employee anxiety fear nervousness absenteeism and grievances.
- It reduces attrition rate
- It facilitates informal communication and public relating
- It enables team building and two – way communication
- It enhances productivity quickly
- To protect the less aware and illiterate employees from mischievous people.
- It leads to employee confidence motivation and morale.
- It helps the new entrants to overcome reality shock and to get along with others.

**Content of an induction programs:-**



**General information:-**

the organizational values beliefs norms and systems safety measures grievance procedure standing orders suggestion schemes facilities such as canteen restrooms, vehicle parking space etc.

**organizational information:-**

This includes the vision mission and history of the organization management company policies and rules. Organization structure infrastructural facilities probationary period product line employee discipline safety and health measures etc.

**Departmental information:-**

The head of the department production process supervisors, trainers, colleagues, employees counsellor etc.

**Personal information:-**

Nature of job scale of pay working hours training and development programmes, promotion, transfer, rest breaks, insurance and welfare, benefits, separation etc

*The contents in this E- Material has been taken from the text and reference books as given in the syllabus.*