

Date  
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Unit II:-

## PROCUREMENT AND DEVELOPMENT FUNCTIONS

Q1 what is meant by HR planning? Explain its objectives?

### A) Introduction:-

Human resource planning is a practice that identifies current and future human resources needs for an organisation to accomplish its objectives. This is a strategy for planning, forecasting the need for labour and supply for labour, then planning the programs necessary to ensure that the organisation.

### Meaning:-

Human resource planning is a practice of identifying current and future human resources needs for an organisation to accomplish its objectives. This is a strategy for the acquisition, utilization, improvement and preservation of enterprise human resources. This is a plan of action formulated to meet the future human resource needs of an organisation.

### Definition:-

According to Reilly P - "Human Resource planning is the process in which an organisation attempts to estimate the demand for labour and evaluate the size, nature and source of supply, which will be required to meet the demand."

### Objectives:-

- To identify the skills required in future.
- To ensure the controlling of wage and salary cost.
- To review the human resource needs for future and making plans for recruitment and selection.
- To determine the training and development needs for the organisation.
- To anticipate surplus or shortage of staff and avoiding unnecessary dismissals and detentions.

- To ensure optimum use of human resource in the organization.
- To ensure career planning of all the employees.
- To consider the higher labour productivity.

② Explain the significance (or) importance of HR planning?

A)

1. HR planning is important to create highly talented personnel :-

HR planning helps to prevent shortages of labour caused by attrition. further technology changes would upgrade or degrade jobs and create man power shortages in the situations, only accurate HR planning can help to meet the HR requirements.

2. Protection of weaker section :-

A well conceived personnel planning is also helps to protect the interests of the SC/ST/physically handicapped children of socially oppressed and backward classes, who enjoy a certain percentage of employments not with standing the constitutional provisions of equal opportunities for all.

3. Forecast future personnel needs :-

To avoid the situation of surplus or deficiency of man power in future. It is important to plan man power in advance for this purpose a proper forecasting of future business needs helps to ascertain our future man power needs. It is important to predict the right size of man powers in the organizations.

4. International Requirements :-

International expansion strategies largely depends upon the effective HR planning. HR planning further becomes important as the need to integrate more closely into the organization. This is

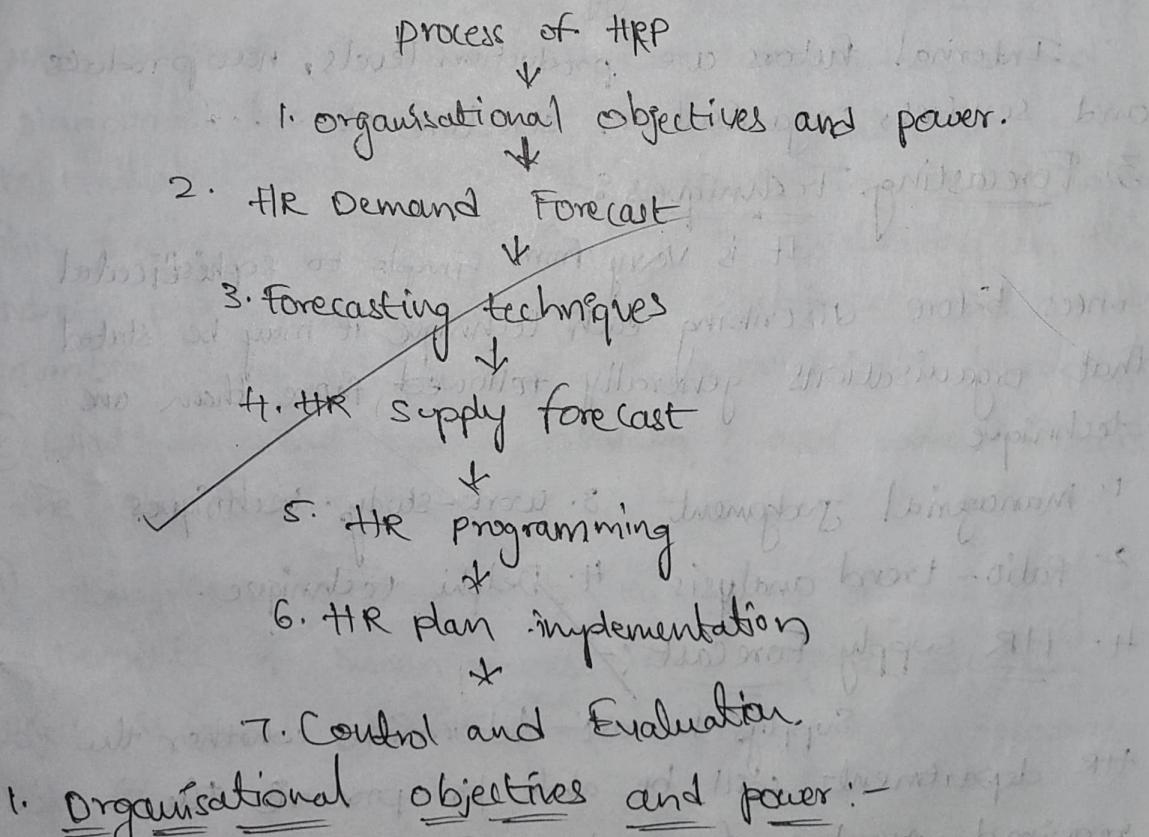
also the process of meeting staffing needs, from foreign countries grows in a complex manner.

## 5. HR planning helps to increase investments in HR:-

Another important investment that an organisation makes in human capital. It is important that employees are used effectively throughout their career, because human assets can increase the organisation value tremendously as apposed to physical assets.

## ③ Explain the concept of HR planning and its process/ what are the steps involved in HR planning?

Human Resource planning in the past was typically reactive with business needs, with the expansion of business adoption of complex technical and professional management, the process of HRP has now become proactive and assumed a greater significance.



### 1. Organisational objectives and power:

In this implies that the objectives of a HRP must be derived from organisational objectives. Specific requirements in terms of numbers and characteristics of the employees should be derived from the organisational objectives. The human

resource department must specifies its objectives with regard to human resource utilization in the organisation.

## 2. HR Demand Forecast :-

Demand Forecasting is the process of estimating the future quantity and quality of people required. The basis of forecast must be the annual budget and long term corporate plan, translated into activity level for each function and department. In a manufacturing company the sales budget would be translated into production plan, giving the number and type of products to be produced in each period.

Demand forecasting must consider both external and internal factors.

External factors are Competition, Economic Climate, laws, Technology and social factors.

Internal factors are production levels, new products and services, organisation structure etc....

## 3. Forecasting Techniques :-

It is very from simple to sophisticated ones before describing each technique it may be stated that organisations generally followed more than one technique

- 1. Managerial judgement 3. Work study techniques
- 2. Ratio-trend analysis 4. Delphi technique.
- 4. HR supply Forecast ;

Supply forecast determines whether the HR department will be able to procure the required number of workers. Supply forecast measures the no. of people likely to be available from within and outside an organisation. After making allowance for absences, internal movements and promotions, wastage and changes in

hours and other conditions of work.

#### 5. HR Programming:-

Once's an organisation personnel demand and supply are forecasted the demand and supply need to be balanced in order that the vacancies can be filled by the right employees at the right time.

#### 6. HR plan Implementation:-

HR implementation requires converting an HR plan into action. A series of actions are initiated as a part of HR plan implementation, programs such as recruitment selection and placement, training and development, re-training and redeployment, retention, succession plan etc.... when clubbed together.

#### 7. Control and Evaluation:-

It represents the final phase of the HRP process. All HR plan includes budgets, targets and standards. The achievement of the organisation will be evaluated and monitored against the plan. During this final phase organisation will be evaluating on the no. of people employed against established, and on the number recruited against the recruitment targets.

(Q) What is meant by HR planning? and what factors the HR planning?

A) Human resource planning is the process of foreseeing the requirements of human resources in an organisation. The object is also to determine how the existing human resources best fit in their jobs.

#### factors affecting HRP

External factors

Internal factors

→ government policies

→ HR policies

→ level of economic development

→ Job analysis

- Business Environment → Time Horizon
- Information Technology → Type and quality of Information
- International factors. → Trade unions.

### External Factors:-

#### 1. Government policies:-

Policies of the government like labour policy, industrial policy, Policy towards reserving certain jobs for different communities etc... It affects HRP.

#### 2. Level of Economic Development:-

It determines the level of human resource development in the country and thereby the supply of human resource in the future of the country.

#### 3. Business Environment:-

Business Environment means internal and external factors influencing the business. Business environmental influences the volume of mix and production thereby the supply of human resources demanding the future in the country.

#### 4. Information Technology:-

Information Technology brought amazing shifts in the way business operates. These shifts includes business process reengineering (BPR), enterprise resource planning (ERP) and supply chain management. These changes brought out unpreceded prediction in human resource and increase in software specialist.

Example:- computer-aided design and computer-aided technology (CAT) also reduced the existing requirement of human resources.

#### 5. International factors:-

International factors like the demand and supply of

human resources in various countries. also affects the HRP.

### Internal factors:-

#### 1. HR policies :-

Human Resource policies of the company regarding quality of human resources, compensation level, Quality of work life etc. influences the HRP plans

#### 2. Job Analysis :-

It means detailed study of the job. including the skills needed for a particular job. Human Resource planning is based on job analysis which determines the kind of employees to be procured ~~etc~~ required

#### 3. Time Horizon :-

Companies planning refers differs according to the competitive environment that is Companies with stable competitive environment can plan for the long run. On one hand they are short term plans spanning 6 months to 1 year. On the other hand they are long term plans which spread over 3-20 yrs. In generally the greater the uncertainty, shorter the plans time horizon. and vice-versa.

#### 4. Type and Quality of Information:-

The information used to forecast personnel needs originates from a multiple of sources a major issue in personnel planning is the type of information which should be used in making forecast.

#### 5. Trade unions:-

If the unions declare that they will not work for more than 8 hrs a day, It effects the HRP. Therefore influences of trade unions regarding the no of working hours per week, recruitment sources etc. effects HRP.

⑤ What are the different types of HRP?

### Types of HRP

(a) On the basis of level

(b) On the basis of time-span

① macro level man power planning

① short-term HRP

② micro level man power planning

② long-term HRP

② Intermediate HRP.

(a) On the basis of level:-

1. Macro level man power planning:-

macro level HRP looks at population development and planning issues in the same way as corporate HRP, the difference being that government take up the role of a planner and the canvas of operations in the entire country. They have to focus on adequate levels of availability of HR for the countries industry, Agriculture, government machinery, National Infrastructure, Military etc..

2. Micro level man power planning:-

micro level HRP generally refers to the planning done on a smaller scale i.e. an organization will be try to access the man power need at each level of work, recruiting the man power needed, the skills required and also providing training where updating of skills is wanted.

(b) On the basis of Time-span:-

1. Short-term HRP:-

It refers to planning of staffing needs in the future for a period of more than one year. It mainly involves awareness of demand and supply.

## 2. Intermediate HRP :-

It includes the time-period of 2-3 years in this focus on every stage phase of intermediate HRP. It focuses on forecasting demand and supply of labour and trying to adjust employee skills.

## 3. Long-term HRP :-

Long-term planning is the planning for a period of beyond 2 years. It is carried out by highly experienced specialists. Its aim is to arrange for the personnel before the position is vacant.

### Job Analysis :-

(Q) Define Job Analysis and Explain its features?

#### A) Meaning :-

Job analysis is a detailed and systematic study of jobs, to know the nature and characteristic of the people to be employed on various jobs. It involves collection of necessary facts regarding jobs and their analysis. Job analysis also provides the basis for determining what type of information should be obtained from the applicant. Job analysis is the heart of the entire human resource practice, it is very important in every single organization.

#### Definition :-

1. According to Edwin B. Flippo - "Job Analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job".

#### Characteristic features :-

1. Systematic way of Gathering information about a job:-

The most basic building block of HR management is job analysis, which is a systematic way of gathering

and analysing information about the content, context and human requirement of jobs.

## 2. Develop jobs :-

Job analysis attempts to develop jobs that fit effectively into the flow of the organisational work that needs to be done. The narrow focus of job analysis centers on using a formal system to gather about what people do in their jobs. This data is used to generate job description and job specifications.

## 3. linked to HR Activities :-

Various methods and sources of data can be used to conduct job analysis. The real value of job analysis begins the information into job description and job specification for use in virtually all HR activities. It can be effective in HR planning, Recruitment and Selection all must be based on job requirements and capabilities of individuals.

## 4. Re-design Jobs :-

Job analysis involves collecting information on the characteristics of a job that differences it from other jobs. The information generated by job analysis may be useful in re-designing jobs in this purpose is a clear understanding of what is done on a job and what capabilities are needed to do it as designed.

## ⑦ Describe the process of job analysis.

Process of job analysis

↓  
Determination of uses of job analysis

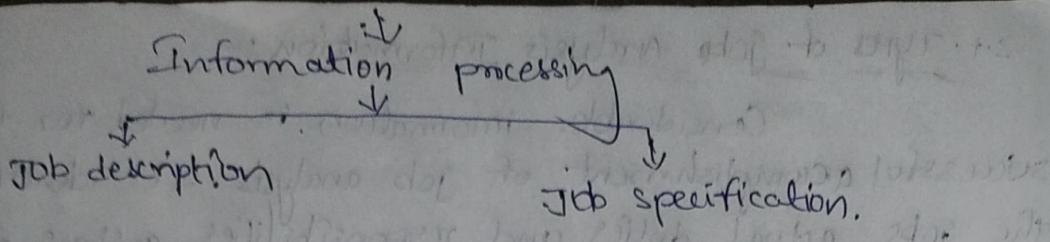


Strategic choice  
in job Analysis



Information collection





## 1. Determination of uses of job analysis :-

Job analysis was used primarily for recruitment and selection. As the complexity of managing human resource increased the scope of the use of job analysis also increased. It covers many more areas.

## 2. Strategic choices in job analysis :-

With regard to job analysis an organisation is required to make following choices.

### a. Employee Involvement :-

It involves collecting "job related information that is duties, responsibilities, skills and knowledge required to perform the jobs employees are often asked to supply full information about the contents of job."

### b. level of Details :-

The level of analysis may change from detailed as in time and studies, to broad as analysing job based on general duties.

### c. Sources of job data :-

The most direct source of information of a job is the job holder, A number of other human and non-human sources are available. These sources may provide information on average job holder.

## 3. Information collection :-

The steps involves decisions on 3 issues

1. types of job analysis information.
2. Persons involved in information collection
3. Method for data collection.

### 3.1. Types of job analysis information:-

Considerable information is needed for the successful accomplishment of job analysis. It identifies the job's actual duties and responsibilities gathers other types of data courts activities, machines, tools, equipment etc...

### 3.2. Persons involved in information collection:-

There are 3 categories of persons involved in information collection that is trained ~~analyst~~ job analysts, superiors and job holders

### 3.3. Method for Data collection:-

Various methods are used to collect information for job analysis like questioning questionnaire, check list, interview, observation, technical conference etc.

### 4. Information processing:-

Once the job information has been collected it needs to be processed so that it would be useful in various personnel functions, different job methods, different outputs or products. The most common output of job analysts is job description and job specification.

- Q) What is meant by job description? Explain its importance and advantages?

~~Job description is a formal statement of the duties and responsibilities of a particular job.~~

~~It is a formal statement of the duties and responsibilities of a particular job.~~