

# **AFRICA CENTER FOR PROJECT MANAGEMENT**

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**MODEL: 4**

**ASSIGNMENT: 4**

**COURSE: POST GRADUATE DIPLOMA IN HUMAN RESOURCES  
MANAGEMENT**

## 1. Explain the role of human resource manager in human resource planning.

**Human resource planning** is a process that identifies current and future human resources needs for an organization to achieve its goals. Human resource planning should serve as a link between human resource management and the overall strategic plan of an organization. Ageing workers population in most western countries and growing demands for qualified workers in developing economies have underscored the importance of effective human resource planning.

As defined by Bulla and Scott, human resource planning is 'the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements'. Reilly defined (workforce planning) as: 'A process in which an organization attempts to estimate the demand for labour and evaluate the size, nature and sources of supply which will be required to meet the demand. 'Human resource planning includes creating an employer brand, retention strategy, absence management strategy, flexibility strategy, (talent management) strategy, (recruitment) and selection strategy.

Human resource planning is the continuous process of systematic planning to achieve optimum use of an organization's most valuable asset — its human resources. The objective of HRP is to ensure the best fit between employees and jobs while avoiding manpower shortages or surpluses. The four key steps of the HRP process are analyzing present labor supply, forecasting labor demand, balancing projected labor demand with supply and supporting organizational goals.

The human resources management team suggests to the management team how to strategically manage people as business resources. This includes managing recruiting and hiring employees, coordinating employee benefits and suggesting employee training and development strategies. In this way, HR professionals are consultants, not workers in an isolated business function; they advise managers on many issues related to employees and how they help the organization achieve its goals.

### **Working Together**

At all levels of the organization, managers and HR professionals work together to develop employees' skills. For example, HR professionals advise managers and supervisors how to assign employees to different roles in the organization, thereby helping the organization adapt successfully to its environment. In a flexible organization, employees are shifted around to different business functions based on business priorities and employee preferences.

### **Commitment Building**

HR professionals also suggest strategies for increasing employee commitment to the organization. This begins with using the recruiting process or matching employees with the right positions according to their qualifications. Once hired, employees must be committed to their jobs and feel challenged throughout the year by their manager.

## **Building Capacity**

An HRM team helps a business develop a competitive advantage, which involves building the capacity of the company so it can offer a unique set of goods or services to its customers. To build the an effective human resources, private companies compete with each other in a "war for talent." It's not just about hiring talent; this game is about keeping people and helping them grow and stay committed over the long term.

## **Addressing Issues**

Human resource management requires strategic planning to address not only the changing needs of an employer but also a constantly shifting competitive job market. Employee benefit packages must be continually assessed for costs to the employer. Tweaking the packages also provides an opportunity to increase employee retention through the addition of vacation days, flexible working arrangements or retirement plan enhancements. For example, in recent years many human resource professionals have oversaw the addition of preventative health components to traditional health plans for both employment recruitment and retention efforts

## **Recruitment**

This is the one function which is hand in glove with HR. Recruitment has been one of the major responsibilities of the HR team. It is the job of HR personnel to plan and devise strategic campaigns and guidelines for recruiting suitable candidates for a required job description. They also have to serve as a mediator between the employer and the candidate and communicate company policies and terms of the contract to the candidate before he is hired. This is the first pillar of HR management that every HR manager starts with. It's probably one of the most important aspects of any HR professional's career. The recruitment function comprises 2 main objectives:

### ***1) Attract Talent***

Attracting talent starts with first planning the requirement of manpower in the organization. Gauging needs of the organization's human resource requirements, and accordingly putting a plan of action to fulfill those needs with placement of "talented professionals". That's followed by creating an "employer brand" which will be representative of the organization's good image and portray an attractive impression in the minds of potential candidates.

The employer branding aspects have become very important owing to the new-age media and awareness of employee rights. Putting the best foot forward is no longer enough, it needs to be followed through with honest actions in favor of the employees. And finally... the HR manager needs to them create detailed recruitment strategies carry out the hiring process.

### ***2) Hire Resources***

This is where the recruitment strategies are put in action. In the current age, there's ton of competition vying for the attention of the best talent in the market. The HR manager needs to run all possible engines to go out there in the market and find that one suitable gem.

This part of the role includes things like finding relevant locations to look in, reach out to maximum potential candidates using mass communication mediums, aggregate all responses, filter out irrelevant applications, judge suitable incumbents and coordinate internally to get them interviewed. Once the finalists are decided, the HR manager turns into a 'negotiator' of sorts, working as a mediator between the company and the candidate to find that win-win ground.

### **Training**

Not all is done once you've recruited a suitable candidate for the job. Many organizations perform tasks a tad differently. Training employee is important to help the new hires get acquainted with the organization's work pattern. It is imperative for the HR department to incorporate a training program for every new employee based on the skill set required for their job. It will further also contribute towards employee motivation and retention.

For the training to be effective, every new employee can be subjected to an on-the-job training for the initial days to get him in sync with the work guidelines of the organization. This training will not only be of assistance to the employee but also give the HR team an insight into the employee's workmanship. On completion of the training, HR plays a significant role in assessing the results of the training program and grading employees on the same.

### **Professional Development**

Closely related to training, developing your employees professionally is an added bonus for the employee as well as the organization. Enrolling the employee to attend conferences, trade shows, seminars etc that may be in his personal interest will make the employee feel cared-for and a vital part of the organization, thus increasing employee engagement. It will be beneficial to the organization by way of the employee's added skill set.

In short, it is a win-win. It is the HR head's job to get to know the employee's hobbies and areas of interest and look out for opportunities that will help them build onto those hobbies. For example, if an employee wants to master the technique of SEO, the HR could enroll him for seminars and conferences that talk on the same. However, this should not turn out to be a selfish attempt that benefits the organization only.

### **Appraisals**

Since HRM is a body meant for the employees, carrying out timely performance appraisals is a given. Performance appraisals help in employee motivation by encouraging them to work to their fullest potential. It also enables to give them feedback on their work and suggest necessary measures for the same. This helps employees to have a clear view of what is expected of them and what they are delivering. They can thus, work better towards improving their performance and achieving targets.

The role of HR (especially the HR manager) in this would be to have a policy of generating timely appraisal reports and a review of the same by the authorities. The HR team should communicate individually with employees and give a clear feedback or suggestion on their performance. A system to reward employees excelling at their work would help in employee motivation and thus garner a higher degree of productivity and employee engagement.

## **Maintaining Work Culture**

It is the duty of the HR to maintain a healthy, safe, and fun work environment to ensure a level of comfort amongst the employees and eliminate any stressful or awkward atmosphere that may hinder the performance of the staff. It is vital to have an efficient work atmosphere, because an individual's performance is largely dependent on the surrounding he's working in.

It would be great to have an open-door policy up to some extent wherein employees can freely communicate and voice their opinions to be given consideration. The HR department's role is to be a friendly body with an open attitude. By communicating and treating every employee as equal, the HR can build a rapport with the employees. This goes a long way in increasing employee engagement and gives a higher job satisfaction.

## **Resolving Conflicts**

Where different people have different views, conflicts are almost inevitable. Whether the dispute is amongst two or more employees or between the employee and the management, an HR manager has the right to intervene and help map out a solution.

The HR should be available at the disposal of the conflicting parties and hear out their issues without being judgmental. Prior investigations are a must before passing any judgment. The HR head is not expected to discriminate or play favorites in this matter and always deliver an unbiased and practical decision. A reimbursement in case of any loss caused and strict actions against the defaulter should be practiced for effective conflict resolution by the HRM.

## **Employee Relations**

The Human Resources is called so because its major responsibility is dealing with the human part of the organization and this involves having great interpersonal skills. An HR manager who sits in the office all day will not turn out to be good at building connections with the employees and thus fail to serve the purpose of being an HR head. As an HR person, employees should feel comfortable coming up to you with their problems and for that, it is important that the HR team builds a good public image within the organization.

The HR team has to be proactive and know their employees. An HR personnel's job is not a desk job altogether. The HR head's role is to establish the trust and confidence of the employees and not have a "don't mess with me" demeanour. He should be looked upon as both an HR expert and an employee advocate.

## **Rewards and Incentives**

Rewarding the employees for a work well done imparts motivation and at the same time induces a desire to excel at tasks in hope of obtaining rewards. It serves as bait for inculcating a healthy competitive environment amongst employees to achieve targets and meet deadlines. A reward need not be materialistic always. It could just be a word of appreciation in front of all coworkers for a menial task done with complete honesty.

However, with globalization and evolving trends, compensations like holiday packages, pay incentive, bonuses, and promotion are taking a backseat. If as an HR manager you are wanting to reward your employees efficiently, it's time you adapt new ways of awarding benefits such

as flexible work times, paternity leave, extended holidays, telecommuting etc. These non-traditional rewards will prove fruitful not only in engaging existing workforce but also as an added benefit to attract new talent to your organization.

### **Legal Knowledge**

This may seem the least glamorous of all, but is an important aspect of the HRM. An HR manager should always be in compliance with the law. Whether it's drafting new policies or writing terms of a contract, it is the HR department's job to build guidelines keeping the laws in mind. This ensures an organization's continued growth and existence. While drafting policies, the HR should always ensure to be at an upper hand legally and keep the organization's practices in tune with the labor laws, tax laws, permissible working hours, minimum wages, and a no-discrimination policy.

### **Organization**

An HR head is responsible for organizing all functions of the organization. To start with, it includes employee on-boarding, i.e. welcoming new employees. It is a must for every HR head to carry out an induction for every new hire, and give them an orientation regarding the company policies and rules.

The HR personnel should also introduce the new employees to their colleagues and assign them a mentor. It also involves listing out job expectations and defining roles and responsibilities, thus getting the new employees in tune with the working of the organization. The HR personnel are also responsible for organizing and storing all employee data efficiently and keeping it secure.

### **Management**

Management is the most important job of an HR manager. It is what defines a good HR manager. Management extends right from managing employees to managing the employers and the whole HR department as well.

The role of an HR manager is to manage, create, implement and supervise policies/regulations, which are mandatory for every employee and also have knowledge of its appropriate functioning. Monitoring attendance and tracking leaves forms a major chunk of the HR management function. There should be a proper management of the clock-in/out time to avoid late arrivals and track overtimes and half-days. As mentioned before, the HR as a department should also be well managed by the HR head. If the HR department itself is in a state of chaos, it cannot serve as a peacemaker for the other departments.

## **Payroll Management**

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Once all the attendance monitoring, leave tracking, clock in/outs etc is tracked and monitored, it's time for the most important aspect—calculating the payroll. Efficient calculation of salaries, wage-cuts, reimbursements, and generation of pay slips amounts to the role of HR managers in payroll management.

The HR manager should maintain transparency and provide the employees with information as and when asked. The HR should ensure not only accurate calculations of salaries but also timely transfer of the same. They also have an obligation towards exiting employees in settlement of dues and compensations.

## **Conclusion**

According to research, the human part of your organization tallies up to 80 per cent for an organization's assets; reason enough for an organisation to QC their human resource functionw. To build a team of professionals, it is of utmost importance to have an equally professional and well-managed HR department. A slipshod HR function will cost an organization's future and compromise on its achievements. To summarize, the role of an HR manager is to maintain law and order in the organization and amongst the employees, which further extends to attracting, engaging and retaining top talent.

**2. With an aid of a diagram of the human resource planning model, explain the process of human resource planning?**

**Human resource planning** is a process that identifies current and future human resources needs for an organization to achieve its goals. Human resource planning should serve as a link between human resource management and the overall strategic plan of an organization. Ageing workers population in most western countries and growing demands for qualified workers in developing economies have underscored the importance of effective human resource planning.

As defined by Bulla and Scott, human resource planning is 'the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements'. Reilly defined (workforce planning) as: 'A process in which an organization attempts to estimate the demand for labour and evaluate the size, nature and sources of supply which will be required to meet the demand. 'Human resource planning includes creating an employer brand, retention strategy, absence management strategy, flexibility strategy, (talent management) strategy, (recruitment) and selection strategy.

## Human Resource Planning Process





The planning processes of most best practice organizations not only define what will be accomplished within a given time-frame, but also the numbers and types of human resources that will be needed to achieve the defined business goals (e.g., number of human resources; the required competencies; when the resources will be needed; etc.).

Competency-based management supports the integration of human resources planning with business planning by allowing organizations to assess the current human resource capacity based on their competencies against the capacity needed to achieve the vision, mission and business goals of the organization. Targeted human resource strategies, plans and programs to address gaps (e.g., hiring / staffing; learning; career development; succession management; etc.) are then designed, developed and implemented to close the gaps.

These strategies and programs are monitored and evaluated on a regular basis to ensure that they are moving the organizations in the desired direction, including closing employee competency gaps, and corrections are made as needed. This Strategic HR Planning and evaluation cycle is depicted in the diagram below. Human resource planning is the ongoing process of systematic planning to achieve the best use of an organisation's most valuable asset – its human resources. The objective of human resource (HR) planning is to ensure the best fit between employees and jobs, while avoiding workforce shortages or spares. The three key elements of the HR planning process are forecasting labour demand, analysing present labour supply, and balancing projected labour demand and supply.

## **Implementation Stages**

### **1. Assessing the current HR capacity**

- Develop a skills catalog for your employees so that you have a clear understanding of what your staff currently holds. This employee catalog should include everything from volunteer activities to certifications, of all degrees not just topics pertaining to their particular position. These catalogs can be assessed to deem whether or not an employee is ready to add more responsibility, or to forecast the employee's future development plans...

### **2. Forecasting HR requirements**

- This step includes projecting what the HR needs for the future will be based on the strategic goals of the organization. Keep in mind you will need to also accommodate for external challenges that can affect your organization.
- Some questions to ask during this stage include:
  - Which jobs will need to be filled in the upcoming period?
  - What skill sets will people need?
  - How many staff will be required to meet the strategic goals of our organization?
  - Is the economy affecting our work and ability to appeal to new employees?

- How is our community evolving or expected to change in the upcoming period?

### **3. Gap analysis**

- During this step you will observe where your organization is currently, and where you want to be in the future. You will identify things such as, the employee count, and the skills evaluation and compare it to what will be needed to achieve your future goal. During this phase you should also review your current HR practices and identify what you are doing that is useful and what you can add, that will help you achieve your goal.
- Questions to answer in this stage include:
  - What new jobs will we need?
  - What new skills will we need?
  - Do our present employees have the necessary skills?
  - Are employees currently aligned to their strengths?
  - Are current HR practices adequate to meet our future goal?

### **4. Developing HR strategies to support the strategies of the organization.**

- There are 5 HR strategies that you can follow to meet an organizational goals.
  - Restructuring strategies
    - This includes reducing staff, regrouping tasks to create well-designed jobs, and reorganizing work groups to perform more efficiently.
  - Training and development strategies
    - This includes providing the current staff with training and development opportunities to encompass new roles in the organization
  - Recruitment strategies
    - This includes recruiting new hires that already have the skills the organization will need in the future.
  - Outsourcing strategies
    - This includes outreaching to external individuals or organizations to complete certain tasks.
  - Collaboration strategies
    - This includes collaborating with other organizations to learn from how others do things, allow employees to gain skills and knowledge not previously available in their own organization.

### **Tools and technologies**

Human resources use various tools and technologies to achieve its goals, especially when it comes to strategic planning. These technologies include but are not limited to social media, policies and management information systems.

### **Technologies**

#### **Social media**

Social media is used as a tool in human resources and business in general. This discipline deals with selecting appropriate social media sites and formats from the myriad options

available and leveraging the same to create value for the organization. This requires an in-depth understanding of the key benefits and pitfalls of social media and managing these effectively in the organization's context. This discipline emphasizes harnessing social media for effective human resource management, which includes recruitment, collaboration and engagement. It also explores the non-financial impact as well as the approaches for measuring the return on investment in social media. Common social media outlets used in the HR field are LinkedIn, Facebook and Google Plus.

### **Management information systems (MIS)**

MIS are computerized information-processing systems designed to support the activities of company or organizational management. They go by various names all with varying functions, in the HR field these tools are commonly referred to as human resource management systems (HRIS). Some of these software include Zenefits, Beeye, Halogen Talent Space, BambooHR, ClearCompany HRM and many more. These programs assist professionals in records management, benefit administration and inquiries, hiring and team placement, coaching and training, attendance and payroll management.

### **Tools**

### **Policy**

Policies are set in place to assist in SHRP. These policies are targeted not only for selecting and training employees but also how they should conduct themselves in and outside the workplace and various other aspects of being employed at a workplace. For example, within several companies, there exists a social media policy which outlines how an employee should conduct themselves on personal accounts as a representative of their workplace.

### **Common policies in HR**

- Equal Employment Opportunity policies
- Employee classifications
- Workdays, paydays, and pay advances
- Overtime compensation
- Meal periods and break periods
- Payroll deductions
- Vacation policies
- Holidays
- Sick days and personal leave (for bereavement, jury duty, voting, etc.)
- Performance evaluations and salary increases
- Performance improvement
- Termination policies<sup>[4]</sup>

### **Behavioral science**

Behavioral science is the scientific study of human behavior. This applied science is used as a tool in SHRP to help understand and manage human resources. This tool is particularly useful in organizational development and understanding/establishing organizational culture.

## Theories

### Strategic human resource management

Strategic human resource management is "critical importance of human resources to strategy, organizational capability to adapt to change and the goals of the organization". In other words, this is a strategy that intends to adapt the goals of an organization and is built off of other theories such as the contingency theory as well as institutional theory which fit under the umbrella of organizational theory. These theories look at the universalistic, contingency and configurational perspectives to see the effect of human resource practices in organizations. The universalistic perspective says that there are better human resource practices than others and those should be adopted within organization while contingency says that human resource practices need to align with other organization practices or the organizations mission, and configurational perspective is based on how to combine multiple aspects of human resource practices with effectiveness or performance. This can also be viewed as how human resource practices fit vertically or horizontally in an organization. This theory also involves looking at the value of human capital as well as social capital both in and outside of organizations and how this affects human resource practices. Human capital being knowledge and skills of individuals working for the organization and social capital is based on the character and value of relationships in and out of the organization. "Colbert suggests that SHRM should focus on the interactions and processes of the organization's social system—the intentions, choices and actions of people in the system and on HR systems as a coherent whole."<sup>[5]</sup>

### Resource dependency theory

Resource dependence theory which is the theory that organizations are not self-sustaining there they must depend on outside resources to stay functioning. "Resources and dependence could help to explain how HR practices evolve from the interaction between nonprofits and their environment, how they deploy employee skills, behaviors and how HR systems are managed."<sup>[5]</sup>

### International implications

The current definition of strategic human resource planning is defined as a process that identifies current and future human resources needs for an organization to achieve its goals. It further explains that aging worker populations in most western countries and growing demands for qualified workers in developing economies have underscored the importance of effective Human Resources Planning. When it comes to identifying best practices, forecasting labor demand, analyzing present labor supply, and balancing projected labor demand and supply as the three key elements of strategic human resource planning. By leaving out sufficient information in regards to the current worldwide phenomena known as globalization, the Wikipedia article disregards Kanter's first frontier of strategic human resource management, which is increasing organizational flexibility.<sup>[6]</sup>

As shown by Tung, In the past three decades or so, globalization/regionalization, migration and reverse migration (also referred to as "brain circulation"), the ascendancy of emerging markets, the demand for people with a global mindset, and the worldwide war for talent have brought about fundamental changes to the nature, magnitude, and raison d'etre for human resource management (HRM) in a global context.<sup>[7]</sup>

More information is needed that provides a global perspective to strategic human resource planning to ensure that business can attract the best foreign employees as well as adaptation strategies to allow foreign companies smooth assimilation should they decide to invest here. Festing offers a superb comparison of such perspectives that adds to our understanding of the effects of globalization and localization on comparative strategic human resource management by providing an encompassing overview of the existing research paradigms.

### **3. Discuss briefly the levels of human resource planning**

Human resources planning may be in the country, ministries, departments, organizations And sector level. At the national level, knowing that the available pool of human resources is very important And, in a distant future needs, because a country can not develop No, both the number and skills of the right people. The same applies to government departments, Departments and organizations. HRP is a means of matching demand and supply labor force. At the national level, the following method is useful.

Consider the annual economic sectors' growth for the planning period e.g. 5 years,

- Review the stock of labour in the base year. Primary, secondary, colleges, universities, professionals e.g. doctors, engineers, accountants etc.
- Translate the annual economic growth in terms of labour requirement
- Consider the attrition rate due to retirement, deaths etc,
- Consider the number of people leaving schools, colleges etc. The starting point is to look at the school enrolment and transition to different universities and training in other institutions and years of graduation,
- Monitor the unemployment rate,
- Fill the gap between demand and supply by proposing action to be taken at certain times in the planning stage. Planning propositions may include emphasis on training in certain disciplines; controlling attrition rate, which may be a result of HIV Aids through national ampaigns, or altering the retirement age.

#### **Assessment of the status of human resources planning**

The list can be as long as desirable. If the problem is not really the most The specific answers, perhaps in the 'do not know' category is over, the extra effort In HRP agenda it is necessary. Importantly, these indicators or quantitative measure As far as possible to be able to more accurately assess the results of Planning intervention. However, this does not set aside the possibility of having a good Qualitative indicators or measurements. In any case, decisions about planning Based on limited information. This proposal some cautious managers, so that they Calculate the risk involved in this decision, including the motives or lost power Some members of staff who may not be happy with an adverse decision.

#### **Human resource planning data sources**

What type of information is necessary for human resources planning and where you are get

it? Human resource planning data obtained from different sources, but Mainly from organizations and individuals. Including data from the organization, Time scale vision, mission, strategies, objectives, activities, resources and strategies plan. Including employee personal data, name, date of birth, permanent Address, gender, marital status, education, professional qualifications, Training, history and current state of the workplace and their career development. Other useful data would include incentive programs, terms of service, and the work environment. Baseline data in these areas would be useful, not only to forecast demand and Supply, but also in support of a specific decision and strategies to be adopted In the implementation of human resource planning.

### **Human Resources Planning and Budgeting**

If human resource planning is effective and extensive information exchange Require line between management, personnel specialists, financial managers and senior management. Systems and procedures must be established to ensure that this happens Sound personnel decisions and to encourage the exchange of information on a periodic It can be based. Underlying information exchange process is the need to ensure that decisions HR fully into account the impact of existing resources in the organization, Such as budget layout. There is a hypothesis that human resources planning It may only occur if the budget guidelines and constraints are included in the effective plan. To understand how this integration is achieved, it is necessary to look at Forecasting human resource needs within the organization.

### **Human resource needs decentralized forecast**

Demand forecast “bottom-up” approach is fully aligned with the decentralized decision-making Making in the organization, management experts say this is so important In the commitment to management personnel, the establishment and motivation (Robbins 1992). Essence of the method is that once the organization’s goals have been translated The target into the unit’s managers in charge of these units are left to determine These officers themselves. The advantage of this approach is that managers To know the most current work practices, use of technology and performance Levels can be achieved, and therefore demand forecasting. In the “bottom-up” approach to human resource planning in the next phase of The entire organization can participate in the whole process. There is a distinct possibility The staff level required, because managers in the organization’s decision, To be gathered into one set of data. However, there is a distinct possibility, When fusion occurs, due to the lack of certain prerequisites for the level Require staff, the organization faces a risk can not afford too many human resources. On the part of managers following weaknesses in this situation:

- based on personal preference, and human resource assessment is not working Claim.
- existing work practices and procedures, rather than looking for embezzlement Better way to improve productivity.
- difficult to assess the performance of managers.
- exaggerated tendency to require staff to emergency use.

### **Centralised human resource demand forecasting**

Quite often organisations respond to the above tendencies by adopting a ‘top down approach’. The advantage of this approach has been its ability to produce forecasts of staffing requirements using specialists reporting directly to senior management. These forecasts have inevitably been in line with what senior management has wanted in terms of resource

availability, as seen at the start of the planning period. The weaknesses of the approach however, include the following:

- Exaggeration of budgetary constraints.
- Non-involvement of line managers in planning and hence failure to get their commitment.
- Reactive staffing

Addressing the differences In order to prevent a conflict of interests as seen in the bottom up versus top down arguments, top management could allow a combination of both approaches in establishing a demand forecast. The approach could allow managers a degree of freedom in contributing their own views to the combined forecast, but in the end adjusting this forecast to meet the requirements of the top management. The other option is that some of the forecasts submitted by managers are disregarded. However, there are negative aspects to this approach, which include:

- Destroying the confidence of managers.

• **Having insufficient consideration of priorities.** A more positive approach is for the managers to prepare and agree amongst all the key stakeholders on the criteria (participatory) that will be applied in the budgetary cycle to make the demand forecast affordable for the organisation. Such criteria should meet the needs of top management to maintain overall budgetary control while allowing line managers as much flexibility as possible in meeting the needs of their own management situations. The examples include:

- A criterion that administrative staff costs do not exceed 20% of the total staff costs.
- Staff costs do not exceed 60% of the total costs.
- Staff costs do not exceed 40% of the value added.
- Flexibility to diverge from the rule will only be reached through consensus. The participatory approach is useful in many ways such as:
  - Increased awareness by lower management of top management needs.
  - Increased awareness of top management of lower management needs.
  - Greater tendency for self-control.
  - Mutual awareness of the limitations of imposed rules.
  - Less reliance on imposed rules to control lower management.
- Cooperation in achieving a mutually acceptable outcome even though adjustments to submitted proposals may be necessary. It appears that, at face value, organisations cannot do without human resource planning. However, some critics take the opinion that human resource planning has limited utility to the organisation.



Besides the above Human resource planning is a process through which the company anticipates future business and environmental forces. Human resources planning assess the manpower requirement for future period of time. It attempts to provide sufficient manpower required to perform organizational activities. HR planning is a continuous process which starts with identification of HR objectives, move through analysis of manpower resources and ends at appraisal of HR planning. Following are the major steps involved in human resource planning:

### **1. Assessing Human Resources**

The assessment of HR begins with environmental analysis, under which the external (PEST) and internal (objectives, resources and structure) are analyzed to assess the currently available HR inventory level. After the analysis of external and internal forces of the organization, it will be easier for **HR manager** to find out the internal strengths as well as weakness of the organization in one hand and opportunities and threats on the other. Moreover, it includes an inventory of the workers and skills already available within the organization and a comprehensive **job analysis**.

### **2. Demand Forecasting**

HR forecasting is the process of estimating demand for and supply of HR in an organization. Demand forecasting is a process of determining future needs for HR in terms of quantity and quality. It is done to meet the future personnel requirements of the organization to achieve the desired level of output. Future human resource need can be estimated with the help of the organization's current human resource situation and analysis of organizational plans and procedures. It will be necessary to perform a year-by-year analysis for every significant level and type.

### **3. Supply Forecasting**

Supply is another side of human resource assessment. It is concerned with the estimation of supply of manpower given the analysis of current resource and future availability of human resource in the organization. It estimates the future sources of HR that are likely to be available from within and outside the organization. Internal source includes promotion, transfer, job enlargement and enrichment, whereas external source includes **recruitment of fresh candidates** who are capable of performing well in the organization.

### **4. Matching Demand And Supply**

It is another step of human resource planning. It is concerned with bringing the forecast of future demand and supply of HR. The matching process refers to bring demand and supply in an equilibrium position so that shortages and over staffing position will be solved. In case of shortages an organization has to hire more required number of employees. Conversely, in the case of over staffing it has to reduce the level of existing employment. Hence, it is concluded that this matching process gives knowledge about requirements and sources of HR.

## **5. Action Plan**

It is the last phase of human resource planning which is concerned with surplus and shortages of human resource. Under it, the HR plan is executed through the designation of different HR activities. The major activities which are required to execute the HR plan are recruitment, selection, placement, **training and development**, socialization etc. Finally, this step is followed by control and evaluation of performance of HR to check whether the HR planning matches the HR objectives and policies. This action plan should be updated according to change in time and conditions.

**4. Managers in both public and private organizations in African countries may not be interested in HRP. Discuss.**

The most carefully laid human resource plans can be affected by internal and external change anytime, so forecasting and flexibility are essential for effective planning and adapting as required. In order to do this, HR managers must be aware of what's going on within the company, the industry and the wider market in relation to the factors that influence change hence public and private organisations in African countries are not interested.

**Political**

From a shift in local public opinion to a change in government or even a new industrial world superpower entering the market, politics influence how much funding is available, how much tax must be paid, minimum wage rates, how markets are controlled and the quality and quantity of staff available for hire. When planning ahead, you need to consider likely changes to markets, budgets and availability of suitable applicants as a result of recent or anticipated political influences. For example, if a change of government is possible in the coming year, understand the new administration's priorities in relation to markets, industries and businesses.

**Economic**

How much money is available for salaries, training and equipment is the most immediate concern in human resource planning. However, external economics plays an equally critical role. For example, people don't have as much money to spend in an economic downturn and tend to be much more selective in what they buy or services they use. This means some industries, such as those producing luxury items or non-essential services, sell less and may even have to lay off some staff. This, in turn, makes the local economy even more difficult. Building economic factors into the human resources plan helps to predict how many employees you will need and you can pay.

**Social**

Several social factors may influence your HR planning, but you need to take into account equalities and diversity in particular. Where there is a clear discrepancy of one social group, it's a good idea to build in ways of opening up new opportunities. For example, if there are few Hispanic people in your company compared to numbers in the wider community, determine why this is the case and what can be done to redress the balance. Try holding a recruitment event in the area or conducting a survey of locals, asking if they would consider a job at your company and if not, why not.

## **Technological**

New technology brings new skills requirements, so companies always need to be aware of proficiencies and training needs when planning human resources. New products and services also may require recruiting highly skilled employees or training existing employees to meet the need. Make sure HR managers are aware of new equipment or knowledge be needed so they can build the required skills, and most likely salary enhancements, into the plan.

## **Legal**

Employment law is the most significant sector of the legal system that affects human resource planning, and it changes all the time. In most cases, there is plenty of time to implement changes to policy, as the law can take awhile to take effect. Keep yourself up to date, and have an employment law specialist available to consult if necessary. Employment law changes must be reflected in company policy and implemented on the ground by supervisors and managers, so you may need to incorporate another training need into the human resources plan.

## **Environmental**

Environmental factors might include where your business is located in relation to finding sufficient appropriate staff or changes to the environment that mean a need for more or fewer employees. A simple example of environmental factors affecting human resource planning is the consideration of how your employees get to work safely during extreme weather; your plan may need to include the possibility of telecommuting in order to keep everything going.

## **Challenges with Human Resource Planning**

The development of a human resources department will generally start with two people, the business owner and your human resources expert. Strategic human resources planning will depend on the size of your business, the industry you're in and the breadth of knowledge possessed by candidates you select to staff the department.

## **Human Resources Cost Center**

Human resources is not a revenue-producing department. Consequently, budgeting for human resources functions should be carefully considered given other start-up costs and expenses for your business. The return on investment for your human resources department may not be measurable for quite some time; however, as your business matures and your human resources department contributes to the dynamics of your workforce, you will realize the return on your investment.

## **Strategic Management And Executive Leadership**

In the 1980s, personnel administration was merely a department charged with responsibilities, such as processing payroll, distributing paychecks and collecting tax withholding forms. Today, the human resources field has evolved to demand a seat at the boardroom table as a member of executive leadership. Human resources is your business strength. Building a reliable, proficient workforce is going to be the approach you need to watch your business flourish. The inclusion of human resources at the board table may meet with resistance from traditional executives who do not yet understand the value of a human resources expert being involved in the strategic planning of your company.

## **Employee Perception of Human Resources**

For many years, human resources departments have been equated as the business version of the “principal’s office” where employees are invited only to receive disciplinary action or coaching. A human resources department that works to strengthen the employer-employee relationship is one that employees value and respect. Human resources staff interaction with the remainder of the workforce is vital to the success of your business overall, and in particular, the usefulness of the department.

## **Human Resources Staffing**

The challenge you are sure to encounter with staffing is the decision to hire human resources generalists experienced in all areas of human resources or to invest in specialists for each area. For a small business just starting out, a generalist with a great deal of experience will probably be best until your company grows to the point where you require additional staff.

Issues such as cash flow, competition, and revenue growth are top of mind for small business owners and their teams. Along with these challenges comes another area many companies struggle with: human resource management planning.

Human resource management (HRM) includes:

- Job design and analysis
- Workforce planning
- Training and development
- Performance management
- Compensation and benefits
- Legal issues

HRP can be a challenge for small or Big businesses especially, which typically don’t have an HR department to rely on. They may be limited to one HR person, or this responsibility may still belong to the CEO. Regardless, small business owners need to understand the challenges facing them so they’re prepared to tackle HR issues as their company, and workforce, grows.

Here are 10 of today's most common human resource planning challenges that makes most public and private organisations in Africa not to be interested can be seen as below.

## **1 Compliance with Laws and Regulation**

Keeping up with changing employment laws is a struggle for business owners. Many choose to ignore employment laws, believing they don't apply to their business. But doing so could mean audits, lawsuits, and possibly even the demise of your company.

## **2 Management Changes**

As a business grows, its strategies, structure, and internal processes grow with it. Some employees have a hard time coping with these changes. A lot of companies experience decreased productivity and morale during periods of change.

## **3 Leadership Development**

A recent study showed more than a third of companies are doing an average job, at best, at implementing leadership development programs. Thirty-six percent of companies surveyed in Brandon Hall Group's State of Leadership Development Study admitted that their leadership development practices are below average.

## **4 Workforce Training and Development**

Investing in the training and development of lower-level employees is another common HR problem. Some businesses have trouble finding the resources to do so. Employees on the front lines are some of your hardest workers, and may not have the time to take a training

## **5 Adapting to Innovation**

Technology is constantly changing. Businesses must be quick to adapt, or risk being left in the dust by their competitors. The challenge for small business owners is getting employees to embrace innovation and learn new technology.

## **6 Compensation**

Many companies are struggling with how best to structure employee compensation. Small businesses have to compete not only with businesses of a similar size, but also with corporations with big payroll budgets. Plus, you have to factor in the cost of benefits,

training, taxes, and other expenses, which can range from 1.5 to 3 times the employee's salary.

## **7 Understanding Benefits Packages**

The Affordable Care Act has been a pain point for many small businesses in the past few years. Rising healthcare costs mean companies must either pass these costs on to employees, or take a hit to their bottom line. Since good benefits packages can be a deciding factor for potential hires, understanding them is key.

And don't forget about benefits such as:

- Unlimited vacation time
- Flex time
- Free snacks
- Wellness programs
- Commuter benefits

These benefits are affordable ways to offer extra perks—and they're extremely popular with today's workforce!

## **8 Recruiting Talented Employees**

Attracting talent is a huge investment of time and money. It's difficult for entrepreneurs to balance between keeping a business running, and hiring the right people at the right time. In addition, it's impossible to know whether a candidate will actually be a good fit until they've worked for you for a period of time.

## **9 Retaining Talented Employees**

Competition for talented employees is fierce. Startups and small companies don't have big budgets for retirement plans, expensive insurance plans, and other costly items that their larger competitors do—at least, not yet. Employee turnover is expensive and can negatively impact business growth.

## **10 Workplace Diversity**

Multiple generations. Ethnic and cultural differences. These are just a few of the many factors that make workplace diversity a continual challenge for small businesses. The risk of lawsuits for failing to protect employees from harassment is real.

**5. Organizations can still perform well without systematic human resource planning.**  
**Comment.**

**Definition of Human resource management**

This is a function within an organization concentrated on recruiting, managing and directing people who work in it. Human Resource Management deals with issues related to compensation, performance management, organization development, safety, wellness, benefits, employee motivation, training and others. HRM plays a strategic role in managing people and the workplace culture and environment. If effective, it can contribute greatly to the overall company direction and the accomplishment of its goals and objectives.

**Importance of Human resource**

Human resources is important to organizations in myriad areas, ranging from strategic planning to company image. HR practitioners in a small business who have well-rounded expertise provide a number of services to employees. The areas in which HR maintains control can enhance an employees' experience throughout the workforce while strengthening business operations.

An organisation cannot build a good team of working professionals without good Human Resources. The key functions of the Human Resources Management (HRM) team include recruiting people, training them, performance appraisals, motivating employees as well as workplace communication, workplace safety, and much more. The beneficial effects of these functions are discussed here:

**Recruitment and Training**

This is one of the major responsibilities of the human resource team. The HR managers come up with plans and strategies for hiring the right kind of people. They design the criteria which is best suited for a specific job description. Their other tasks related to recruitment include formulating the obligations of an employee and the scope of tasks assigned to him or her. Based on these two factors, the contract of an employee with the company is prepared. When needed, they also provide training to the employees according to the requirements of the organisation. Thus, the staff members get the opportunity to sharpen their existing skills or develop specialised skills which in turn, will help them to take up some new roles.

**Performance Appraisals**



HRM encourages the people working in an organisation, to work according to their potential and gives them suggestions that can help them to bring about improvement in it. The team communicates with the staff individually from time to time and provides all the necessary information regarding their performances and also defines their respective roles. This is beneficial as it enables them to form an outline of their anticipated goals in much clearer terms and thereby, helps them execute the goals with best possible efforts. Performance appraisals, when taken on a regular basis, motivate the employees.

### **Maintaining Work Atmosphere**

This is a vital aspect of HRM because the performance of an individual in an organisation is largely driven by the work atmosphere or work culture that prevails at the workplace. A good working condition is one of the benefits that the employees can expect from an efficient human resource team. A safe, clean and healthy environment can bring out the best in an employee. A friendly atmosphere gives the staff members job satisfaction as well.

### **Managing Disputes**

In an organisation, there are several issues on which disputes may arise between the employees and the employers. You can say conflicts are almost inevitable. In such a scenario, it is the human resource department which acts as a consultant and mediator to sort out those issues in an effective manner. They first hear the grievances of the employees. Then they come up with suitable solutions to sort them out. In other words, they take timely action and prevent things from going out of hands.

### **Developing Public Relations**

The responsibility of establishing good public relations lies with the HRM to a great extent. They organise business meetings, seminars and various official gatherings on behalf of the company in order to build up relationships with other business sectors. Sometimes, the HR department plays an active role in preparing the business and marketing plans for the organisation too.

### **Strategic Management**

HR improves the company's bottom line with its knowledge of how human capital affects organizational success. Leaders with expertise in HR strategic management participate in corporate decision-making that underlies current staffing assessments and projections for future workforce needs based on business demand.

### **Wages and Salaries**

HR compensation specialists develop realistic compensation structures that set company wages competitive with other businesses in the area, in the same industry or companies competing for employees with similar skills. They conduct extensive wage and salary surveys to maintain compensation costs in line with the organization's current financial status and projected revenue.

## **Analyzing Benefits**

Benefits specialists can reduce the company's costs associated with turnover, attrition and hiring replacement workers. They are important to the organization because they have the skills and expertise necessary to negotiate group benefit packages for employees, within the organization's budget and consistent with economic conditions. They also are familiar with employee benefits most likely to attract and retain workers. This can reduce the company's costs associated with turnover, attrition and hiring replacement workers.

## **Safety and Risk Management**

Employers have an obligation to provide safe working conditions. Workplace safety and risk management specialists from the HR area manage compliance with U.S. Occupational Safety and Health Administration regulations through maintaining accurate work logs and records, and developing programs that reduce the number of workplace injuries and fatalities. Workplace safety specialists also engage employees in promoting awareness and safe handling of dangerous equipment and hazardous chemicals.

## **Liability Issues**

HR employee relations specialists minimize the organization's exposure and liability related to allegations of unfair employment practices. They identify, investigate and resolve workplace issues that, left unattended, could spiral out of control and embroil the organization in legal matters pertaining to federal and state anti-discrimination and harassment laws.

## **Training and Development**

HR training and development specialists coordinate new employee orientation, an essential step in forging a strong employer-employee relationship. The training and development area of HR also provides training that supports the company's fair employment practices and employee development to prepare aspiring leaders for supervisory and management roles.

## **Employee Satisfaction**

Employee relations specialists in HR help the organization achieve high performance, morale and satisfaction levels throughout the workforce, by creating ways to strengthen the employer-employee relationship. They administer employee opinion surveys, conduct focus groups and seek employee input regarding job satisfaction and ways the employer can sustain good working relationships.

## **Recruitment and Onboarding**

HR recruiters manage the employment process from screening resumes to scheduling interviews to processing new employees. Typically, they determine the most effective methods for recruiting applicants, including assessing which applicant tracking systems are best suited for the organization's needs.

### **Hiring Processes**

HR professionals work closely with hiring managers to effect good hiring decisions, according to the organization's workforce needs. They provide guidance to managers who aren't familiar with HR or standard hiring processes to ensure that the company extends offers to suitable candidates.

### **Maintaining Compliance**

HR workers ensure that the organization complies with federal state employment laws. They complete paperwork necessary for documenting that the company's employees are eligible to work in the U.S. They also monitor compliance with applicable laws for organizations that receive federal or state government contracts, through maintaining applicant flow logs, written affirmative action plans and disparate impact analyses.

### **In conclusion**

**Any organisation, without a proper setup for HRM is bound to suffer from serious problems while managing its regular activities. For this reason, today, companies must put a lot of effort and energy into setting up a strong and effective HRM.**

### **Demerits of Human Resources management**

Human resources management systems offer efficient digital management of your employee data. You can monitor everything from benefits to payroll and paid time off with a few clicks on your computer. This makes your HR functions quick, but it doesn't always make them better. In fact, your company can run into serious problems if you forget that employees are more than numbers and symbols on a screen.

### **Employee Privacy**

Your employees entrust you with personal information. Everything from Social Security numbers to private health information and marital status gets stored in your HR management system. Several layers of management may have access to that information. In addition, a non-management employee may engage in identity theft and access a fellow employee's sensitive data. Such a breach of security with your management system can embroil you in legal problems and create poor employee relations.

### **Cost of Setup, Installation, and Training**

One of the disadvantages of these systems is their cost. As a small business owner, you have to do everything you can to rein in expenses, and an HR management system will cost you several thousand dollars for installation, setup, training, and consulting, as well as an

intensive time commitment before the system is up and running. You can cut these costs by getting a remotely hosted system, but you're likely to spend hours on the phone with your remote customer service representative whenever something goes awry, which further cuts into your productivity.

### **Loss of Subjectivity**

Because HR management systems do such a good job of listing employee accomplishments, certifications, and degrees, managers may be tempted to promote based on the objective data your system provides. This may discourage supervisors from taking the time to get to know employees on a personal basis as part of their evaluation of what staff members can contribute to your company. The truth is that a computer can only provide you with measurable factors that don't always tell the full story. In fact, sole reliance on computerized employee evaluations can lead to impersonal performance reviews that don't take into account the effort an employee put into learning new work processes, and the effect of that employee's positive attitude and teamwork approach that are invaluable aspects of a thriving work environment.

### **Difficulty of Analysis**

Your system can contain so much data that you may find it difficult to analyze. You may need a separate analysis system just to sort the data into meaningful chunks. For example, if you want to analyze employee turnover in relation to levels of compensation and your system is not sophisticated enough, you may have difficulty generating reports that identify patterns. This could require the help of advanced software outside of your HR management system, which means additional expense.

### **Recent Origin:**

So it lacks universally approved academic base. Different people try to define the term differently. Some thinkers consider it as a new name to personnel management. Some enterprises have named their traditional personnel management department as human resource management department.

Such superficial actions may not bear much fruit. What is actually required is a fundamental change in attitudes, approaches and the very management philosophy. Without such a change, particularly at the top management level, renaming of personnel department or redesignating the personnel officer may not serve the purpose. With the passage of time an acceptable approach will be developed.

### **Lack of Support of Top Management:**

HRM should have the support of top level management. The change in attitude at the top can bring good results while implementing HRM. Owing to passive attitude at the top, this work is handled by personnel management people. Unless there is a change in approach and attitude of top management nothing remarkable will happen.

### **Improper Actualisation:**

HRM should be implemented by assessing the training and development requirements of employees. The aspirations and needs of people should be taken into account while making human resource policies. HRM is actuated half-heartedly. The organising of some training programmes is considered as the implementation of HRM. With this, management's productivity and profitability approach remains undisturbed in many organisations.

### **Inadequate Development Programmes:**

HRM needs implementation of programmes such as career planning, on the job training, development programmes, MBO, counselling etc. There is a need to create an atmosphere of learning in the organisation. In reality HRM programmes are confined to class room lectures and expected results are not coming out of this approach.

### **Inadequate Information:**

Some enterprises do not have requisite information about their employees. In the absence of adequate information and data base, this system cannot be properly implemented. So there is a need to collect, store and retrieval of information before implementing human resource management.

In many organisations, even the professionals misunderstand HRM as synonymous with HRD. Some class room training programmes are generally arranged, which are called HRD programmes. These programmes are understood as human resources management. Such casual class room programmes are not the actual HRM programmes.

Even a well planned and executed HRD programme is not HRM. HRD is only a part of HRM which is an integrated approach to management. Undoubtedly, human resource management suffers from such limitations. But the impact it has made on the managerial effectiveness has been spectacular wherever it was introduced. Actually speaking a real need exists in every Indian organisation for an HRM approach.

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