

HOLY CROSS HOME SCIENCE COLLEGE THOOTHUKUDI

HUMAN RESOURCE MANAGEMENT

UNIT- I : INTRODUCTION TO HRM

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ONE WORD:

1. What is strategic HRM?

HRM is all about achieving business objectives through smarter **Human Resource Management**.

2. Define human resource?

HRM means management of people at work.

5 MARKS:

1. Describe briefly the evolution of the concept of HRM?

Evolution of concept of HRM

Concept	What is it all about?
The Commodity concept	Labour was regarded as a commodity to be bought and sold. Wages were based on demand and supply. Government did very little to protect workers.
The Factor of Production concept	Labour is like any other factor of production, viz, money, materials, land, etc. Workers are like machine tools.
The Goodwill concept	Welfare measures like safety, first aid, lunch room, rest room will have a positive impact on workers' productivity
The Paternalistic concept/ Paternalism	Management must assume a fatherly and protective attitude towards employees. Paternalism does not mean merely providing benefits but it means satisfying various needs of the employees as parents meet the requirements of the children.

Cont...

2. Distinguish HRM and HRD?

What is HRM

Human Resource Management or HRM is defined as a branch of management that deals with the management of employees in a manner that they can provide the best results to an enterprise. Various management principles are applied via HRM to make employees work efficiently and effectively in any organization. It enhances the performance and productivity of a company by assessing the best utilization of human resources. Overall, HRM can be termed as the art of putting the right human resource to the right job to enable the maximum possible usage of an organization's human resources.

- The HRM process incorporates a wide range of activities that include recruitment, selection, hiring, orientation, induction, training, skill development, feedback, performance appraisal, incentives, rewards and compensation, maintenance of workplace safety, staff motivation, health, and welfare plans, change management, etc.
- HRM also aims to maintain good relations across the entire organization and the different levels of management.

What is HRD

Human Resource Development is defined as the development of employees working in any organization. As a subset of HRM, it aims at improving the skills, competencies, knowledge, behaviour, and attitude of people working in a specific organization. The main goal of HRD activities relates to empowering and strengthening the capabilities of employees for making their performance metrics better.

- HRD deals with the provision of beneficial opportunities to employees for their overall development.

- The main activities of HRD are directed towards career development, essential employee identification, training & development, talent management, succession planning, performance management, coaching and mentoring, etc.
- The HRD department in most organizations, worldwide, work towards the development of employee's right from their date of joining to termination or retirement.

Basis of Differentiation	HRM	HRD
Definition and full form	The full form of HRM is Human Resource Management. It refers to how the principles of management can be applied to manage the employees working in an organization effectively.	The full form of HRD is Human Resource Development. It refers to continuous development functions that are implemented for improving the performance of those working in an organization.
Nature	HRM is a management function.	HRD is a sub-function of HRM.
Function	The functions of HRM are reactive and are usually applied to gaining holistic organizational goals.	The functions of HRD are proactive and have to be applied consistently to enhance the productivity of employees.

Goal	The objective of HRM is related to improving the overall performance of employees.	HRD goals are usually connected with skill development, knowledge enhancement, and increasing the competency of employees.
Process	Most HRM processes are routine and have to be carried out as and when the need arises.	HRD processes are ongoing and not occasional.
Dependency	HRM is an independent entity in itself. It comprises of different sections inclusive of recruitment and retention, HRD, compensation, performance, appraisal management, etc.	HRD is a subsystem of HRM and draws many functions, attributes, and processes from HRM.
Concerned with	HRM deals with and has concerns for people only. It handles recruitment, rewards, etc.	HRD is concerned with the development of all aspects and people within an organization and manages its skill development processes.
Levels of formality	HRM functions are generally formal and are applied via classroom/laboratory training, etc.	HRD functions may be informal as in mentorships, employees receive coaching from superiors, usually managers.

8 MARKS:

1.'HRM has manifold objectives' – Elaborate

Everything you need to know about the objectives of induction. Induction is the process of introducing new employees to an organisation, to their specific jobs and departments, and in some instances, to their community.

Orientation also marks the beginning of the process by which employees are integrated into the organisation.

The objectives of induction are manifold. The main objective of induction is to provide the new employees with necessary information, resources, and motivation to ensure their effective integration into the new work environment.

The employees should integrate well into his/her team and the organization, work according to the organizational values, and achieve optimum productivity.

As a result, the new recruits will work to their full potential and obtain maximum job satisfaction. The induction process is designed primarily for the fresh recruits who join the organization from other companies, but relevant parts should also be applied to the new recruits who are transferred internally.

The objectives of induction are:-

1. Introduction of the Company of the New Comers
2. To Remove Hesitation and Shyness of New Comers

3. To Acquaint the New Comer about Rules and Regulation
4. To Remove Fear and to Develop Confidence
5. To Develop Honesty, Loyalty and a Sense of Belonging
6. To Gain Image, Behaviour, Response and Attitude
7. To Develop and Maintain Healthy Relations
8. To Rehabilitate into the Changed Surroundings and
9. To Minimize the Reality Shock.

Following are the objectives of induction programme:

Objective # 1. Introduction of the Company to the New Comers:

The induction of new employees is the responsibility of personnel department. The basic objectives of induction is making the new employees fully knowledgeable regarding his jobs or assignment the objectives and policies of the organization, its products or services, markets, its historical background, organization structure, line of authority, different positions, opportunities for advancement, his status in total organization etc.

Objective # 2. To Remove Hesitation and Shyness of New Comers:

The newcomer employees in the beginning hesitate to ask any question queries curiosity, information required. He is quite shy and feels awkward in the organization. One more objectives of the induction programme are to remove hesitation and shyness of new employees.

Objective # 3. To Acquaint the New Comer about Rules and Regulation:

The objective of the induction is to acquaint the new employees about the rules and regulations, policies and practices of the organization. They must be familiar with code of discipline, promotion, transfer, salary structure, training, leaves, holidays, welfare facilities and social security measures available in the company.

Objective # 4. To Remove Fear and to Develop Confidence:

Newcomers are quite stranger to the people, work place, and the work environment therefore they have a lot of fear in their mind. An induction programme removes all the type of fears in the mind of new comers and developed confidence among them, it develops a feeling that his job is very important and it must be recognized by others. A proper opportunity should be given to them for creative and original activities. In this way their confidence is improved.

Objective # 5. To Develop Honesty, Loyalty and a Sense of Belonging:

Since belonging only through the induction, a feeling of belonging, oneness, team work, work spirit, hard work, involvement towards the work and organization is developed.

Objective # 6. To Gain Image, Behaviour, Response and Attitude:

An induction aims at to gain positive attitude, behaviour, response of the new employees towards his job and organization. The newcomers would form a good opinion and impression about the company; it helps in enhancing good image about the company for a long time.

Objective # 7. To Develop and Maintain Healthy Relations:

An induction programme aims at developing healthy relationship between the new employees and his supervisors, between new employees and existing employees at all levels of management. Healthy relations among the employees ultimately resulted in higher efficiency, productivity, profitability growth and expansion, minimization of waste timely attainment of common goals etc.

Objective # 8. To Rehabilitate into the Changed Surroundings:

Induction is a technique by which a new employee is rehabilitated into the changed surroundings and introduced to the practices, policies and purposes of the organization. The basic idea is to welcome a new comer make him feel at home and generating feeling that his job is meaningful and is very important as a part of the total organization.

Objective # 9. To Minimize the Reality Shock:

The objective of effective induction is to minimize the reality shock that some new employees have to undergo. This reality shock is caused by the incompatibility between what the employees expect their new jobs and the realities they are confronted with.

For example a new comer may expect opportunities for advancement, social status and prestige, responsibility, recognition by other for something outstanding done, opportunity to be creative and original etc. If it is not fulfilled the new comer suffers from frustration and this results in the reality shock. Induction can help to overcome this problem by providing for more real expectation on the part of new employee and more outstanding on the part of the supervisors.

2. How do you remove barriers of HRP?

Barriers to Human Resource Planning

Everything you need to know about the barriers to human resource planning. Human Resource planning though a very crucial activity for organizations is not always very successful. A lot of problems could arise and hamper the effectiveness of Human Resource Planning.

Some of the barriers to human resource planning are:-

1. Lack of Support
2. Wrong Perception about Human Resource Practitioner
3. Incompatibility of Information
4. Approach Confliction
5. Absence of Operating Managers' Co-Ordination
6. Identity Crisis
7. Insufficient Initial Efforts
8. Resistance from Employees
9. Coordination with other Managerial Functions
10. Expensive and Time Consuming
11. Uncertainties
12. Inaccuracy
13. Under Utilization of Manpower

14. Lack of Education and Skilled Labour

15. Unbalanced Focus

16. Accuracy of Forecasts

17. Support of the Top Management

18. Management Information System

19. Unbalanced Approach

Formulation of human resource planning faces many obstacles which are as follows:

1. Lack of Support:

People think that the human resource planning is unnecessary and time consuming. Workforce can be arranged anytime at the time of requirement, with attractive benefits and incentives so why human resource planning. They think it is an easy task to manipulate the workforce in the organization.

2. Wrong Perception about Human Resource Practitioner:

In this competitive business world it is very difficult and challenging to compete with the rivals without formulating proper strategic plan. Many have the perception that the people who formulate the human resource plan are not expert in business, as a result of which they may commit error while formulating the human resource plan.

3. Incompatibility of Information:

A strategic plan is set for achieving the long term goals or objectives of the organization. At the time of formulation of strategy the used information is basically long term oriented. But the human resource planning is formulated

using the short term information. So the information of human resource does not often match with the information of strategy formulation.

4. Approach Confliction:

While formulating human resource planning the organization must consider that how many people and how efficient people are needed for the smooth functionality of the organization. Many human resource practitioners give emphasis on number of employee and many other give emphasis on the quality of the employee.

But both the approaches are equally important for the organization.

5. Absence of Operating Managers' Co-Ordination:

Human Resource planning is one of the major functions of Human Resource department of every organization. Successful planning depends on the co-operation of all other existing departments. Mainly the operation managers' coordination and support play very vital role in the success of human resource planning. But very often things do not go in right direction.

6. Identity Crisis:

There is generally identity crisis and many managers as well as Human Resource specialists do not fully understand the total Human resource planning process. There can be little doubt that unless the Human resource planning specialists develop a strong sense of purpose; they are more likely to fail.

7. Insufficient Initial Efforts:

Successful human resource planning flourishes slowly and gradually. Sometimes sophisticated technologies are forcefully introduced just because competitors have adopted them. These may not be successful unless matched with the needs and environment of the particular enterprise

8. Resistance from Employees:

Employees and trade unions often resist human resource planning. They feel that this planning increases their overall workload and regulates them through

productivity bargaining. They also feel that it would lead to wide spread unemployment, especially of unskilled labour.

9. Coordination with other Managerial Functions:

There is generally a tendency on the part of the human resource planners to remain aloof from other operating managers and to become totally absorbed in their own world. To be effective human resource planning must be integrated with other management functions.

10. Expensive and Time Consuming:

Human resource planning is an expensive and time consuming process. Employers may resist human resource planning feeling that it increases the cost of human resource.

11. Uncertainties:

Labour absenteeism, labour turnover, trade cycles, technological changes and market fluctuations are the uncertainties which serve as constraints to Human Resources planning. It is risky to depend upon general estimates of human resource in the face of rapid changes in environment.

12. Inaccuracy:

Human resource planning involves forecasting the demand for and supply of human resources. Therefore, it cannot be a cent percent accurate process. Longer the time horizon, greater is the possibility of inaccuracy. Inaccuracy increases when departmental forecasts are merely aggregated without critical review.

13. Under Utilization of Manpower:

The greater obstacle in the case of manpower planning is the fact that industries in general are not making use of their manpower to the optimum degree and once planning starts, it encounter heavy odds in stepping up utilization.

14. Lack of Education and Skilled Labour:

The extent of illiteracy and the slow pace of development of skilled categories, account for low productivity in the labour force. Low productivity has implications for manpower planning.

15. Unbalanced Focus:

In some companies human resource planning is used as a number's game. There is too much focus on the quantitative aspect to ensure the flow of people in and out of the organization.

16. Accuracy of Forecasts:

If the forecast are not accurate, planning will not be accurate. Inaccuracy increases when departmental forecasts are merely prepared without critical review.

17. Support of the Top Management:

Manpower planning requires full and whole-hearted support from the top management. In this absence of this support and commitment, it would not be possible to ensure the necessary resources and co-operation for the success of the manpower planning.

18. Management Information System:

Effectiveness of the manpower planning depends upon the reliability of the information system. In most of the Indian industries human resource information system has not fully developed. In the absence of reliable data it would not be possible to have effective planning.

19. Unbalanced Approach:

The manpower planning is an unbalanced approach as many human resource persons give more importance on the quantitative aspects of manpower to ensure that there is adequate flow of manpower in and out of the organization. They overlook the qualitative aspects like career development and planning, skill levels and morale etc.

NOV-16

ONE WORD:

1. Human **Resource** Management is affected by both ----- and external environment.
 - a. **Internal** b. micro c. Global d. Macro
2. Human Resource Planning is a ----- process.
 - a. A simple b. **A time consuming** c. An unnecessary d. None of these

5 MARKS:

1. Describe briefly the evolution of the concept of HRM?

<h2>Evolution of concept of HRM</h2>	
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Cont...

2. What are the objectives of human resource planning?

Human resource planning (HRP) is the continuous process of systematic planning ahead to achieve optimum use of an organization's most valuable asset—quality employees. Human resources planning ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses.

Objectives:

The main objective of having human resource planning is to have an accurate number of employees required, with matching skill requirements to accomplish organisational goals.

In other words, the objectives of human resource planning are to:

1. Ensure adequate supply of manpower as and when required.
2. Ensure proper use of existing human resources in the organisation.
3. Forecast future requirements of human resources with different levels of skills.
4. Assess surplus or shortage, if any, of human resources available over a specified period of time.
5. Anticipate the impact of technology on jobs and requirements for human resources.
6. Control the human resources already deployed in the organisation.
7. Provide lead time available to select and train the required additional human resource over a specified time period.

According to Sikula “the ultimate purpose/objective of human resource planning is to relate future human resources to future enterprise need so as to maximise the future return on investment in human resources”

8 MARKS:

1. What is HRM? Explain the various characteristics of HRM?

HRM is about people at work both as individuals and a group. It tries to help employees to develop their potential fully. It comprises people-related

functions like hiring, training and development, performance appraisal, working environment, etc. **HRM** has the responsibility of building human capital.

CHARACTERISTICS:

Some of the most important characteristics of Human Resource Management are as follows:

Nothing moves unless a piece of paper moves and no paper can move, unless a person moves. Even if there is total automation, the organization will require a person to on the button. This shows how important manpower is to any kind of organization.

All organizations, irrespective of size or extent of its resources, commercial or not for profit, have people – they have human resources. Organisations survive and thrive only because of the Concept of Human Resource Management.

History of HRM is as old and complex as the history of work and organization. HR is the most important asset possessed by any organization. The strategists talk about sustainable competitive advantage. It is the HR which helps to hold the advantage.

Human Resource management is a process and philosophy of acquisition, development, utilization, and maintenance of competent human force to achieve goals of an organization in an efficient and effective manner.

Concept of HRM contains two versions – the hard version and the soft version. The hard version or variant emphasizes the need to manage people in ways that will obtain added value from them and thus achieve competitive advantage.

On the other hand, soft version is concerned with treating employees as valued assets, a source of competitive advantage through their commitment, adaptability

and high quality. Today's HRM is a combination of both the versions. HRM is management of human energy and capabilities.

1. It is an art and a science:

The art and science of HRM is indeed very complex. HRM is both the art of managing people by recourse to creative and innovative approaches; it is a science as well because of the precision and rigorous application of theory that is required.

2. It is pervasive:

Development of HRM covers all levels and all categories of people, and management and operational staff. No discrimination is made between any levels or categories. All those who are managers have to perform HRM. It is pervasive also because it is required in every department of the organisation. All kinds of organisations, profit or non-profit making, have to follow HRM.

3. It is a continuous process:

First, it is a process as there are number of functions to be performed in a series, beginning with human resource planning to recruitment to selection, to training to performance appraisal.

To be specific, the HRM process includes acquisition (HR planning, recruitment, selection, placement, socialisation), development (training and development, and career development), utilisation (job design, motivation, performance appraisal and reward management), and maintenance (labour relations, employee discipline, grievance handling, welfare, and termination). Second, it is continuous, because HRM is a never-ending process.

4. HRM is a service function:

HRM is not a profit centre. It serves all other functional departments. But the basic responsibility always lies with the line managers. HRM is a staff function –

a facilitator. The HR Manager has line authority only within his own department, but has staff authority as far as other departments are concerned.

5. HRM must be regulation-friendly:

The HRM function has to be discharged in a manner that legal dictates are not violated. Equal opportunity and equal pay for all, inclusion of communities in employment, inclusion of tribal's (like Pasco or Vedanta projects) and farmers in the benefits and non-violation of human rights must be taken care of by the HRM.

6. Interdisciplinary and fast changing:

It is encompassing welfare, manpower, personnel management, and keeps close association with employee and industrial relations. It is multi-disciplinary activity utilising knowledge and inputs from psychology, sociology, economics, etc. It is changing itself in accordance with the changing environment. It has travelled from exploitation of workers to treating them as equal partners in the task.

7. Focus on results:

HRM is performance oriented. It has its focus on results, rather than on rules. It encourages people to give their 100%. It tries to secure the best from people by winning the whole hearted cooperation. It is a process of bringing people and organization together so that the goals of each are met. It is commitment oriented.

8. People-centred:

HRM is about people at work both as individuals and a group. It tries to help employees to develop their potential fully. It comprises people-related functions like hiring, training and development, performance appraisal, working environment, etc.

HRM has the responsibility of building human capital. People are vital for achieving organizational goals. Organizational performance depends on the quality of people and employees.

9. Human relations philosophy:

HRM is a philosophy and the basic assumption is that employees are human beings and not a factor of production like land, labour or capital. HRM recognises individuality and individual differences. Every manager to be successful must possess social skills to manage people with differing needs.

10. An integrated concept:

HRM in its scope includes Personnel aspect, Welfare aspect and Industrial relations aspect in itself. It is also integrated as it concern with not only acquisition, but also development, utilisation, and maintenance.

2. What do you understand by human resource planning? Describe its importance

Human resource planning (HRP) is the continuous process of systematic **planning** ahead to achieve optimum use of an organization's most valuable asset—quality employees. **Human resources planning** ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses.

Human Resource Planning – Introduction:

Human resources undoubtedly play the most important part in the functioning of an organization. The term ‘resource’ or ‘human resource’ signifies potentials, abilities, capacities, and skills, which can be developed through continuous interaction in an organizational setting.

The interactions, interrelationships, and activities performed all contribute in some way or other to the development of human potential. Organizational

productivity, growth of companies, and economic development are to a large extent contingent upon the effective utilization of human capacities.

Hence, it is essential for an organization to take steps for effective utilization of these resources. In the various stages in the growth of an organization, effective planning of human resources plays a key role. Matching the requirements of the job with the individual is important at all stages, including the recruitment procedures, in this endeavour.

When organizations contemplate diversification or expansion, or when employees have to be promoted, human resource planning plays an important role. Further, the organizational plans, goals, and strategies also require effective human resource planning.

Importance of HRP:

I. Assessing Future Personnel Needs:

Whether it is surplus labour or labour shortage, it gives a picture of defective planning or absence of planning in an organization. A number of organizations, especially public sector units (PSUs) in India are facing the problem of surplus labour.

It is the result of surplus labour that the companies later on offer schemes like Voluntary Retirement Scheme (VRS) to eliminate surplus staff. Thus, it is better to plan well about employees in advance. Through HRP, one can ensure the employment of proper number and type of personnel.

II. Foundation for Other HRM Functions:

HRP is the first step in all HRM functions. So, HRP provides the essential information needed for the other HRM functions like recruitment, selection, training and development, promotion, etc.

III. Coping with Change:

Changes in the business environment like competition, technology, government guidelines, global market, etc. bring changes in the nature of the job. This means changes in the demand of personnel, content of job, qualification and experience needed. HRP helps the organization in adjusting to new changes.

IV. Investment Perspective:

As a result of change in the mindset of management, investment in human resources is viewed as a better concept in the long run success of the enterprise. Human assets can increase in value as opposed to physical assets. Thus, HRP is considered important for the proper planning of future employees.

V. Expansion and Diversification Plans:

During the expansion and diversification drives, more employees at various levels are needed. Through proper HRP, an organization comes to know about the exact requirement of personnel in future plans.

VI. Employee Turnover:

Every organization suffers from the small turnover of labour, sometime or the other. This is high among young graduates in the private sector. This necessitates again doing manpower planning for further recruiting and hiring.

VII. Conformity with Government Guidelines:

In order to protect the weaker sections of the society, the Indian Government has prescribed some norms for organizations to follow. For example, reservations for SC/ST, BC, physically handicapped, ex-servicemen, etc. in the jobs. While planning for fresh candidates, HR manager takes into consideration all the Government guidelines.

VIII. International Expansion Strategies:

International expansion strategies of an organization depend upon HRP. Under International Human Resource Management (IHRM), HRP becomes more challenging. An organization may want to fill the foreign subsidiary's key positions from its home country employees or from host-country or from a third country. All this demands very effective HRP.

IX. Having Highly Talented Manpower Inventory:

Due to changing business environment, jobs have become more challenging and there is an increasing need for dynamic and ambitious employees to fill the positions. Efficient HRP is needed for attracting and retaining well qualified, highly skilled and talented employees.

NOV-16

ONEWORD:

1. The focus to HRM revolves around

- a) Machine
- b) Motivation
- c) Money
- d) **Men**

2. HRP begins with

- a) **Organization**
- b) Job analysis
- c) Man specification
- d) Recruitment

5 MARKS:

1. Outline the growth of HRM in India.

Human resource management is widely defined by scholars as a strategic functions that Encompasses management of its critical human assets for gaining competitive advantage in dynamic Business environment.

The initial years of modern management evolution in India, started with the eighteenth century (termed the Colonial period till the year 1950) when the Britishers or the colonial rules set foot in the country; an era that has been marked with a slow focus on utilization of labour as a commodity which can be bought and sold at a price.

Post independence focus slowly started towards industrialization of the new country and evolution of a uniform labour policy. After independence considerable changes happened in the personnel management approach of organizations. The post independence period encouraged a mixed economy as the growth model.

Evolving along the years, the approach has shifted to human values and productivity through people. It is against such a shift in managing people, in the 1990s, a new approach has emerged, that is Human resource management.

HRM is, no doubt, an outgrowth of older process and approach.

2. Mention the barriers of HRP

Human resource planners face significant while formulating an HRP. The major barriers are elaborated below:

- 1) HR practitioners are perceived as experts in handling personnel matters, but are not experts in handling personnel matters, but are not experts in managing business. The personnel plan conceived and formulated by the HR practitioners when enmeshed with organizational plan, might make the over all strategic plan of the organization ineffective.
- 2) HR information often is incompatible with other information used in strategy formulation. Strategic planning efforts have long been oriented towards financial forecasting, often to the exclusion of other types of information. Financial forecasting takes precedence over HRP.
- 3) Conflict may exist between short term and long term HR needs. The managers are more responsible for the long term needs and short term needs, such as preparing people for assuming greater responsibilities. Many managers are of the belief that HR needs can be met immediately because skills are available on the market as long as wages and salaries are

competitive. Therefore, long times plans are not required, short planning are only needed.

- 4) There is conflict between quantitative and qualitative approaches to HRP. Some people view HRP as a number game designed to track the flow of people across the department. Others take a promotion and carriers development. Best result can be achieved if there is a balance between the quantitative and qualitative approaches.
- 5) Non-involvement of operating managers renders HRP ineffective. HRP is not strictly an HR department function. Successful planning needs a co-ordinated effort on the part of operating managers and HR personnel.

These are the barriers of Human Resource Planning.

8 MARKS:

1. Describe the scope and functions of Human Resources Management.

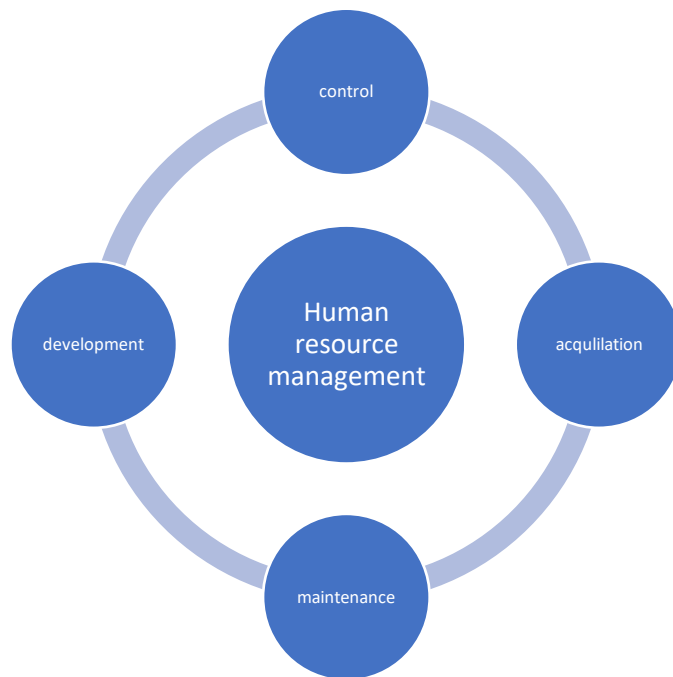
MEANING:

In common parlance, human resources means the people. However, different management experts have defined human resources differently. HRM is defined human resources as “a whole consisting of inter- related, inter dependent and interacting physiological, sociological and ethical components.”

SCOPE:

The scope of HRM is indeed, very vast and wide. It includes all activities starting from manpower planning till employee leaves the organization. Accordingly, the scope of HRM consists of acquisition,

development, retention, and control of human resources in the organization



1. CONTROL:

- i) Human Resource Audit.
- ii) Human Resource Accounting.
- iii) Human Resource Information.
- iv) System.

2. MOTIVATION:

- i) Remuneration
- ii) Motivation
- iii) Health and safety
- iv) Industrial relations
- v) Performance appraisal.

3. ACQULALITION:

i) Human Resource planning Recruitment

ii) Selection Placement.

4. DEVELOPMENT:

i) Training

ii) Career Development

iii) Organization Development

iv) Internal Mobility.

SCOPE OF HRM ARE AS FOLLOWS:

1. THE LABOUR ASPECTS:

This is concerned with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, lay-off and retrenchment, remuneration, incentives, productivity

2. WELFARE ASPECTS:

It deals with working conditions, and amenities such as canteen, crèches, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.

3. INDUSTRIAL RELATIONS ASPECTS:

This covers union management relations, joint consultation, collective bargaining, grievance and disciplinary actions, settlement of disputes, etc.

FUNCTIONS:

Following are the functions of HRM:

1) Managerial functions, and

2) Operative functions.

1) MANAGERIAL FUNCTION:

PLANNING:

Planning is a predetermined course of actions. It is a process of determining the organizational goals and formulation of policies and programmes for achieving them. Forecasting is one of the important elements in the planning process. Other functions of managers depend on planning function.

ORGANISING:

Organising is a process by which the structure and allocation of jobs are determined. Thus Organising involves giving each subordinate a specific task establishing departments, delegating authorities to subordinates, establishing channels of authority and communication, coordinating the work of subordinates, and so on.

STAFFING:

TOs are a process by which managers select, train, promote and retire their subordinates. This involves deciding what type of people should be hired recruiting prospective employees, evaluating performance, counseling employees, training and developing employees.

DIRECTING:

Directing is the process of activating group efforts to achieve the desired goals.

It includes activities like getting subordinates to get the job done, maintaining morale motivating subordinates etc. for achieving the goals of the organization.

CONTROLLING:

It is the process of setting standards for performance, checking to see how actual performance compares with these set standards, and talking corrective actions are needed.

2) OPERATIVE FUNCTIONS:

The operation, also called, service function are those which are relevant to specific department. These functions vary from department to department depending on the nature of the department viewed from this stand point , the operative functions of HRM relate to ensuring right times. These functions include procurement, development, compensation, and maintenance function of HRM.

A BRIEF DESCRIPTION OF THESE:

PROCUREMENT:

It includes procuring the right kind of people in appropriate number to be placed in the organization. It consists of activities such as manpower planning, recruitment, selection placement and induction or orientation of new employees.

DEVELOPMENT:

This function involves activities meant to improve the knowledge, skills aptitudes and values of employees so as to enable them to perform their jobs in a better manner in future. This function may comprise training to employees, executive training to develop managers, organizational climate and employees.

COMPENSATION:

Compensation function involves determination of wages and salaries matching with contribution made by employees to organisational goals.

In other words, this function ensures equitable and fair remuneration for employees in the organization. It consists of activities such as job evaluation, wages and salary administration, bonus, incentives, etc.

MAINTENANCE:

It is concerned with protecting and promoting employees while at work. For this purpose various benefits such as housing, medical, educational, transport facilities, etc. are provided to the employees. Several social security measures such as provident fund, pension, gratuity, group insurance, etc. are also arranged.

It is important to note that the managerial and operative functions of HRM are performed in conjunction with each other in an organization, be large or small organizations. Having discussed the scope and function of HRM, now it seems pertinent to delineate the HRM scenario in India.

2. NARRATE THE FACTORS INFLUENCING HUMAN RESOURCE PLANNING:

Human Resource Planning is influenced by several considerations. The more important of them are:

1. Type and strategy of organization.
2. Organisational growth cycles and planning.
3. Environmental uncertainties.
4. Time horizons
5. Type and quality of forecasting information.
6. Labour market.

TYPE AND STRATEGY OF ORGANIZATION:

The type of organization is an important consideration because it determines the production processes involved, number and type of staff needed, and the

supervisory and managerial personnel required. Manufacturing organizations are more complex in this respect than those that render services.

The strategic plan of the organization defines the organization's HR needs. Primarily the organization decides either to be proactive or reactive in human resource planning. It can either decide to carefully anticipate the needs and systematically plan them to fill them far in advance, or it can simply react to needs as they arise. Of course, careful planning to fill HR needs better helps ensure that the organization obtains the right number of HR people with proper skills and competencies when they are needed.

Finally the organization must make a decision on flexibility- the ability of the HR plan to anticipate and deal with contingencies.

ORGANISATIONAL GROWTH CYCLES AND PLANNING:

The stage of an organization's growth can have considerable influence on human resource planning. Small organizations in the embryonic stage may not have personnel planning.

Need for planning is felt when the organization enters the growth stage. HR forecasting becomes essential. Internal development of people also begins to receive attention in order to keep up with the growth.

A mature organization experiences less flexibility and variability. Growth slows down. The work forces become old as few younger people are hired. Planning becomes more finalised and less flexible and innovative. Issues like retirement and possible retrenchment dominate planning.

ENVIRONMENTAL UNCERTAINTIES:

HR managers rarely have the privilege of operating in a stable and predictable environment. Political, social and economic changes affect all organizations. Personnel planners deal with environmental uncertainties by

carefully formulating recruitment, selection, and formulating, recruitment, selection, and training and development policies and programme through succession planning promotion channels, layoffs, flexitime, job-sharing, retirement, VRS and other personnel related arrangements.

TIME HORIZONS:

Yet another major factor affecting personnel planning is the time horizon. A plan cannot be for too long on a time horizon as the operating environment itself may undergo changes. On one hand, there are short –term plans spanning six months to one year.

Plans for companies operating in an unstable, environment, and computers. In general, the greater the uncertainty, the shorter the plan's time horizon and vice-versa.

TYPE AND QUANTUTY OF INFORMATION:

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

In addition, the HR Department must maintain well-developed job analysis information and HR information systems that provide accurate and timely data. Because of longer planning horizons, clearer definition of strategy and objectives, and fewer disruptions.

LABOR MARKET:

Labour market comprises people with skills and abilities that can be tapped as and when the need arises. Nevertheless, shortages do occur. For examples, the confederation of Indian industry estimates that by 2015, India will be requiring 30 million additional skilled workers in sectors such as health care,

banking and financial services, retail, auto and construction. It is doubtful whether so many skilled workers would be available in the country.

Nov -18

One word:

1. The ----- focuses his attention in providing and improving welfare facilities for employees.

a) **HR manager** b) functional manager c) arbitrator d) adjudicator

2. While personnel management is mainly concerned with administrative tasks HRM is

A) Routine b) **strategic** c) ordinary d) challenging

5 marks:

1. Specify the advantages of human resource planning?

There are 8 advantages of HRM Planning. They are

As manpower planning is concerned with the optimum use of human resources, it can be of great benefit to the organisation, in particular and to the nation in general.

At the national level, it would be concerned with factors like population, economic development, educational facilities and labour mobility.

At the level of the organisation, it is concerned with requirements, sources of availability, the welfare of human resources etc.

Advantages

1. Improvement of Labour Productivity:

Manpower or human resources as a factor of production differs from other factors of production. As it is subject to its free will, the productivity of labour can be improved if the workers are kept satisfied.

In other words, just as satisfied workers can be productive, dissatisfied workers can be destructive.

Therefore, through proper human resource planning we can improve the morale of the labour and improve labour productivity.

2. Recruitment of Qualified Human Resources:

Talented and skilled labour has become a scarce resource especially in developing countries. Therefore, for the long run survival of the firm, it is essential to recruit the best labour force through proper manpower planning.

3. Adjusting with the Rapid Technological Change:

With the change in technology, the job and job requirements are also changing. Therefore, it is necessary to forecast and meet the changing manpower, which can withstand the challenges of the technological revolution. This can be done only through effective manpower planning.

4. Reducing Labour Turnover:

The labour turnover refers to the mobility of labour out of the organisation due to various factors such as dissatisfaction, retirement, death etc.

Due to labour turnover, a firm will be losing experienced and skilled labour force. This loss can be minimised only through efficient manpower planning.

5. Control over Recruitment and Training Cost:

Highly skilled personnel are in short supply and it is very costly to hire, train, and maintain them.

A company has to incur heavy costs in processing the applications, conducting written tests, interviews etc., and in the process of providing adequate training facilities.

In consideration of these costs, it is essential to plan carefully in relation to the manpower so as to reduce the recruitment and training cost.

6. Mobility of Labour:

Today, it is very difficult to maintain the qualified personnel in an organisation as they will be moving from one job to another in search of better prospects.

In a free society, human beings enjoy unrestricted mobility from one part of the country to the other.

Therefore, in order to reduce the loss of experienced and skilled labour, every organisation must have a sound system of manpower planning.

7. It can Facilitate Expansion Programmes:

In these days of rapid industrial development, every company goes for expansion of its activities.

As a result of the increasing company size, the demand for human resources also increases. This necessitates proper manpower planning so as to ensure the continued supply of the required manpower for the firms' activities.

8. To Treat the Manpower like Real Corporate Assets:

Today it is being increasingly felt by the practising managers and psychologists that men in an organisation must be treated like the most significant assets.

The productivity of a company can be improved only through manpower planning, recognizing the significance of the human factor in business.

Proper manpower planning considers the fact that satisfied workers can contribute a lot to the overall profitability of the firm through improved productivity.

2. What are the contents of job specification?

Job specification:

A job specification defines the knowledge, skills and abilities that are required to perform a job in an organization. Job specification covers aspects like education, work-experience, managerial experience etc which can help accomplish the goals related to the job. Job specification helps in the recruitment & selection process, evaluating the performance of employees and in their appraisal & promotion. Job specification, along with job description, is actually derived from job analysis. Collectively, job specification and job description help in giving a overview of the job in terms of its title, position, roles, responsibilities, education, experience, workplace etc.

Contents of Job Specification Statement

There are many parameters which are considered while giving the job specification for a certain profile.

1. Required Education

Required level of education for each post that an incumbent is supposed to hold is listed in job specification statement. This parameter gives an insight into how qualified a certain individual is. It also helps to determine the level or category of job in terms of rank. It covers their basic school education, graduation, master's degree, other certifications etc

2. Health and Physical Fitness

Physical fitness and health is a crucial aspect of good performance. Hence, body structure, physical ability and other aspects of health and fitness is a must in order to perform well in the organization.

3. Appearance

Appearance refers to an outlook of an employee, which must be attractive and good looking. The cleanliness and neatness of an individual show his/her appearance. Hence, job specification statement defines the employee's appearance.

4. Mental and Other Abilities

The employee must be mentally fit to perform the desired task. If not, the problems may arise on the work floor. Mental fitness is associated with the ability of decision making, managing emotions, and sorrows, dealing with different kinds of people etc.

5. Experience

Job specification clearly highlights the experience required in a particular domain for completing a specific job. Under it, the required level of experience in doing a particular task is explained, if necessary. It includes work experience which can be from a specific industry, position, duration or in a particular domain. An experienced employee will be preferable in comparison to the fresh candidate. Managerial experience in handling and managing a team can also be a job specification criteria required for a particular position

6. Skills & Knowledge

This is an important parameter in job specification especially with knowledge and skill-based profiles. The higher the position in a company, the more niches the skills become and more is the knowledge required to perform the job.

7. Personality traits and characteristics

The way in which a person behaves in a particular situation handles complex problems, generic behaviour etc are all covered in the characteristics of a job description. It also covers the emotional intelligence of a person i.e how strong or weak a person is emotionally.

8 marks

1. Explain the duties and responsibilities of a personnel manager?

What does an HR Manager do?

There are several types of duties of an HR manager in a company, for the overall development of the company. An HR manager job role handles all the employee training and employee working environment for the company.

Human resources manager mainly manages all the activities like planning, updation and directing functions of a business/company. They basically act as a link between the employees and company management.

It is the role & responsibility of the HR manager that all the human resource management functions of the company should be managed smoothly. The role of an HR manager of the company is the sole face of the human resource department.

1. Handling recruitment process:

One of the common role and responsibilities of HR manager is that he/she is the person who monitors the recruitment process of the company. The HR manager roles and responsibilities include hiring responsible employees and employers who can invest their skills and abilities in the overall development of the company.

It is essential to have a knowledgeable and responsible HR manager because without resourceful manpower the company cannot move in the right direction of success.

2. Organization structure and planning:

Roles and responsibilities of HR manager in an organization is to build an organizational structure. The HR roles and responsibilities help in laying the foundation for the organization. They participate to form different pillars in an organization that is responsible for its development. They develop different strategies to meet the goals of the organization and contribute their support to all the departments of their company.

They also acknowledge team leaders with their results VS actual and make them understand their target and how to achieve them. They take a different kind of models and survey them by implementing in the organization. They take care that each and every member is contributing to the organization.

3. Build HR policies and maintain them:

HR manager responsibilities and duties are to infuse the government's HR policies in their organization's HR policy and keep revising policies for the better performance of employees.

One must be aware of all the government policies to reflect them in their policy. They keep track of whether the policies they implemented are working successfully and if not they take necessary action and inform their reporting executives to check out with their employees on this. It includes leaves, promotions, regulations, pay, incentives, abscond policy, working hours, etc.

4. Rewards and Recognition:

It is a human resource manager's key task to recognize their employees and reward them for their performance and contribution to the organization. They encourage employees to perform well.

According to their grading or rating, they will collect the information from the department managers and recognize the employees as per their performance. They nominate some members to form a team for this employee reward and recognition. They make sure that this process underlies with organizational policies.

5. Employee development programs:

Once the hiring process is done, the human resource management will take care of their training process. They prepare the program depending on the department and the nature of work and enhance the new hires by making them experience with the organization's environment.

They provide an opportunity for them to learn skills and develop in their career. They also conduct employee engagement program in which one can interact with their colleagues-employee. They do give training on awareness programs for women employees on how to protect themselves.

Human Resources Managers Duties:

As a manager of an important division of an organization, the duties are usually many and also hold great importance in a company. Some of them are listed below,

- Correlating and planning to make the best use of the employee talents and skills

- Administer the work of support staff and specialists of their team
- Building a relationship between employee and organization management
- Guide in helping their team in recruiting and hiring employee workforce
- Moderate and act on employee benefit programs
- Avoiding and solving different types of conflicts arising in an organization
- Consulting with department managers over important organizational issues

HR Tasks List:

The human resource team handles different elements in a company. The roles and responsibilities of HR manager is to support and manage employees, employee facilities, issues, concern, feedback, etc. They take care of employee salary, travel expenses, medical treatment.

The hiring process, relieving process all these will be listed under HR tasks responsibilities or under duties of an HR manager. Here are the basic human resource (HR) department functions in general.

1. New joining:

Once the organization recruits new hires, they will provide an appointment letter with all the details. Collecting and maintaining records of the employees with all their personal and educational details in it.

Assigning them with their reporting manager. Providing them with temporary access ID cards, IT facilities that are required for doing work, arranging them training, filing all the documents like their bio-data, date of interview, date of

joining, completing all formalities and keeping them in records, providing them with insurance, professional fund schemes that are underlying with government rules.

Training on basic safety and presentation on the company. Organizational structure, rules to be followed and taking care of their on-boarding process.

2. Improving organizational performance:

They dedicate their existence by developing ideas to improve their company. They analyze the requirement of the company and arrange the employees and their skills that would contribute to growth.

They develop the organization model right from the topmost leaders to the least level executive and form a chain of how one interconnects with others in a hierarchy. They evaluate the results and start developing employee knowledge for success.

They start organizing teams to work in a team and combine their results. They make sure that every leader is aware of their goals so that will help their peers focus towards the vision. They keep alarming all leaders about productivity.

3. Employee support:

It is the roles and responsibilities of HR to take care of their employees; they will provide solutions to employee issues. They take feedback regarding organization facilities which might be uncomfortable for them, the HR person will be ready to take up their issues to management and sort them out.

The role of an HR department is to manage the benefits of employees and help them with their rights. It is their duty to make the employees aware of their

responsibilities while working in a business environment, like how to keep the premises clean, about discipline, how to follow safety in the work environment so that they protect themselves and the workforce environment. They help employees with attendance and login queries.

4. Employee Welfare:

Planning, HR expenses that spent for employee welfare and providing a budget to finance and accounting team. Developing programs for employee motivation and make them stress-free by arranging events and influence harmony between employees.

Ensures organization announcements and communication is reached to every employee. Analyzing and implementing the organizational agenda and make sure it in practice. They take the survey on employee satisfaction and evaluate results and they communicate with employees and take feedback from them so that they get satisfied. They measure employee performance and assign them new roles and provide increment based on it.

How to Become a Human Resources Manager?

The human resource manager not only needs skills and abilities but there are also few other things which are very vital to become an HR manager.

Let us begin with,

Educational qualification of HR manager:

A bachelor's degree in human resources or any other fields like finance, information technology, management or education.

A master's degree in human resource and an MBA can be even more beneficial.

Work Experience:

Though degrees and diplomas help you in acquiring the position but managing and handling the designation surely requires work experience.

It is a well-known fact that managerial position requires good knowledge regarding, conflict management, employee engagement, employee management and also the laws regarding HR etc which all can be gained through experience only.

Work Environment for Human Resources Managers:

The HR manager when working for MNC's also has to travel a lot, as their company branches will be located in different places. Even if their job roles do not differ but they need to look after a few factors that vary from one location to another.

Some of the types of HR managers are,

- Labour relations directors
- Employee relations managers
- Recruiting managers
- Payroll managers

As per a survey, there are about 1,36,100 jobs approximately which are held by human resource managers. For better understanding, I have listed a few sectors along with the percentile of HR managers working under them.

- Enterprises and management type organizations – **14%**

- Technical, scientific and other professional organizations – **10%**
- Manufacturing and Producing – **14%**
- Government sector – **12%**
- Social service-related and healthcare – **10%**

Activities and Job Responsibilities of HR Manager:

Daily HR duties:

Duties and responsibility of the HR manager is not only to recruit employees but also contract employees. They develop HR Standard operating procedures also collect other department SOP's and review them. Identify vacancies and also responsible for role rotation process. Prepare an organizational chart and implement it. They make sure equal opportunities are provided to each and every employee. Revise and update protocols.

Employee Appraisal:

Employees expect an appraisal as per their performance and experience in the organization. HR is responsible for the appraisal process, they analyze their responsibilities and roles and criteria for the new role, conduct an interview and assign the new role.

The HR team identifies the same employees eligible for the role and picks the best employee suitable for the role by communicating with the leaders. HR team appoints a team to coach the employees for the new role and make them aware of the job requirements and their role in the department.

They ensure technical, diversity, experience, skills all these factors are fulfilled while giving the appraisal. They design the pay as per the new role by enhancing the current pay and provide them with the proper documents.

Legal Compliance:

HR also plays a key role in legal compliance. They adhere to the employment and labour laws; it is their responsibility that they are maintained with discipline without ignoring it. They build a structure as per the legal laws. They ensure the rights of employees are established in their organization.

Also, they hire contract employees to take care of these responsibilities and they conduct audits at regular intervals for internal discipline. So that they avoid legal cases and maintain a record of legal laws to review and communicate to the organization. They are the point of contact to check whether all laws are protected and established in each and every department.

Maintaining employee data:

A complete data of employee are stored in records with HR. In case of any issues, HR provides information of particular employees. Their salary data, personal data, roles played, loan data, medical claims are retrieved. This is utilized whenever the employee is transferred to another location or promoted to another or while providing loan facility, they check the employee history.

They track the attendance as per their database and pay the employee accordingly. They assign training as per the data, HR will have detailed information about their training history and analyze new training that one needs for their growth. It will also be utilized during the employee exit process to make a full and final settlement of the employee.

Human Resources Responsibilities List:

Human resources act as the backbone of any company, as a result, the roles and responsibilities that come along with it are many. For your easier understanding, the roles can be viewed in 2 ways.

- What they can contribute to the company
- Others daily list of works which again are divided into different parts

Some of the top functions and responsibilities are,

- Hiring, Recruiting, and Retention
- Vision, Value, and Branding
- Employee Advocacy and Conflict Resolution
- Employee Benefits
- Compensation and Evaluations
- Training and Development
- Employee Records and Performance Reviews
- Employee Incentives
- Compliance
- Terminations

Different Positions in Human Resources:

As mentioned above, the human resource responsibilities are many so there must be multiple people working in the HR department to manage all of them. Now if you would like to start your career in HR then here are a few roles you need to have an idea about.

Some of the designations of the HR department are

1. Human resource manager
2. Executive Recruiter
3. Training and Development Manager
4. Non-profit HR Professional
5. Global HR Specialist
6. HR IT Recruiting Specialist
7. HR Assistant

2. What are the steps in man power planning?

Man power planning:

Manpower Planning is the development of strategies to match the supply of manpower to the availability of jobs at organizational, regional or national level.

Steps in manpower planning

1. Examining organizational objectives and policies: Manpower planning starts

with examining the overall objectives of the organization. In fact, manpower plan should be integrated into the overall objectives. The number of employees required to perform various operations will be derived from the objectives of the Organization.

Overall objectives of the Organization have to be understood in order to draw a good manpower plan.

2. Assessing manpower demand: Manpower demand is the number of people required to handle the present jobs. Forecasting the demand for manpower is the

process of estimating the future quantity and quality of employees required. For instance in a Retail Organization the manpower demand is forecasted based on the

work to be performed in every Retail Stores. Obviously the long term corporate plans,

budgets and annual plans would become basis for forecasting the demand for labor.

This is a common activity in most Organizations. The existing job design and job analysis provide useful information in this regard. The demand forecasting should consider several internal and external factors. External factors are political, economical, technological, legal, ecological, governmental, social, and ethical factors.

These factors influence the number and quality of manpower required.

3. Forecasting supply of manpower: Supply forecast is also known as manpower

inventory. The objective of preparing manpower inventory is to find out the number

and quality of manpower available within the Organization to employee in various jobs

identified in the Organisation. Development of supply of manpower data relating to

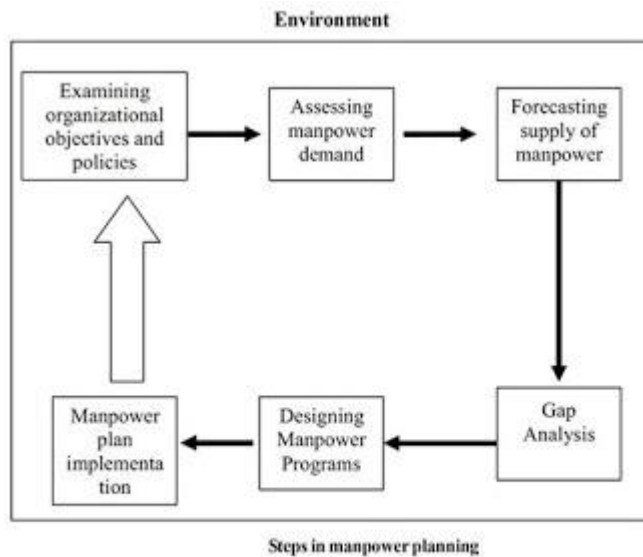
present human resources in terms of components, number, designations, and department wise should be developed. Here potential losses in the existing manpower

should be considered. The loss of manpower arises out of voluntary retirements, deaths, retirements, dismissals, layoffs, disablement due to ill health, accidents and

other losses occurring due to poor attitude and low commitment to the

Organisation.

Transfers, promotions and demotions, transfers and conditions of work also effect supply of manpower.



4. Gap analysis: Gap analysis is the process of identifying the difference in the estimated number of employees and actual number of employees available in the Organization. This enables to determine the quantity and quality of manpower needed. This gap reveals the number of personnel to be recruited to fill the gaps.

5. Designing manpower programmes: The next step in manpower planning is designing various programmes relating to manpower. In this regard, changes in the

product or services in the Organization, competition and internal union pressures should be taken into consideration. Manpower plan details the number of employees

required. Based on this, the organization should make a program of recruitment. Selection program should be designed based on the source of recruitment and requirement to the job. In a retail stores the shelf sorters have been given training on

billing mechanism and technology of billing, they can be now redeployed by

promoting them as billing assistants. This enables motivation and satisfaction that they are promoted to next higher-level jobs. Training and development of existing personnel is needed in order to ensure their productivity and satisfaction. Manpower plan enables to decide number of trainees, type of training, methods of training, quality of trainers, frequency of training programs and the needed budget required. Manpower plan should enable to plan a program of retention. In the globalization scenario, retention has become a major challenge to all Organizations. Retail sector is no exception to this phenomenon. In Retail Sector employees leave Organization due to poor compensation, attractive pay packages offered by the competitors, frequent conflicts with boss, colleagues and customers, and unstable manpower policies like promotion, recognitions, rewards, financial help etc. Thus, manpower plan should help to design a comprehensive plan of retention of employees.

6. Manpower plan implementation: Implementation is the process of converting plan into action. Implementation of manpower plan is done with the help of various programmes designed. In the process of implementation, it should be noted that a close coordination is required with the other section of the human resource

management

department.

7. Evaluation and feedback: After implementation of various plans and programmes, it is necessary to evaluate the effectiveness of these programmes.

In

the process, evaluation takes into account the objectives of manpower plan. The extent of attainment of objectives within the given time is evaluated with the help of

certain parameters. Some times manpower plans may be drawn on too conservative

manner or otherwise. So a critical feedback is required to see that any lapses identified do not reoccur in the subsequent plans. This ensured improvement in the

manpower planning during the course of time.