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# SELF-LEARNING MATERIAL



## MASTER OF BUSINESS ADMINISTRATION (HRM)

MBAH 301 : MANPOWER PLANNING & RESOURCING

w.e.f Academic Session: 2023-24



**CENTRE FOR DISTANCE AND ONLINE EDUCATION**  
**UNIVERSITY OF SCIENCE & TECHNOLOGY MEGHALAYA**

**nirf** India Ranking-2023 (151-200)

Accredited 'A' Grade by NAAC

Techno City, 9th Mile, Baridua, Ri-Bhoi, Meghalaya, 793101

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Self Learning Material  
**Center for Distance and Online Education**  
**University of Science and Technology Meghalaya**

**First Edition**

Print Jan 2024

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**Edited by:** Dr. Rashmi Baruah

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This book is a distance education module comprising of collection of learning material for students of Center for Distance and Online Education, University of Science and Technology Meghalaya, 9<sup>th</sup> Mile G S Rd, Ri Bhoi, Meghalaya 793101.

Printed and Published on behalf of Center for Distance and Online Education, University of Science and Technology Meghalaya by Publication Cell, University of Science and Technology Meghalaya – 793101

**MBAD 301  
MAN POWER PLANNING**

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# **UNIT-1: INTRODUCTION TO MANPOWER PLANNING**

## **1.1 Definition of Human Resource**

It is the sum total of inherent abilities, acquired knowledge and skill represented by the talents and aptitudes of the employed persons.

## **Definition of Man Power Planning**

It is the process of estimating future labour needs, either by analytical predictions based on a company's unique future objectives or through mathematical forecasts of trends in the sector and the economic environment.

To guarantee that future labour needs are appropriately addressed, planning must be done for the essential HR programmes of requirement, selection, training, development, utilisation, transfer, promotion, motivation, and remuneration.

## **1.2 Main Objectives of MPP or HRP**

1. To improve the organizations' ability to achieve its *goal*.
2. To maintain organizations' ability to achieve its goal by developing different *HR Strategies*.
3. To get the result through optimum *contribution of HR*.

## **Sub-objectives of MPP**

1. To connect organisational planning with human resource planning.
2. To make the best, most deliberate use of the available human resources.
3. To evaluate or project future skill needs.
4. To offer control mechanisms to guarantee that resources are made accessible when and when needed.
5. To ascertain the degree of recruiting.
6. To foresee layoffs and prevent needless terminations.
7. To ascertain the ideal level of training.
8. To serve as a foundation for courses on management development.
9. To assign personnel to new tasks.

10. To make it possible for the company to pinpoint problem areas.
11. To research the value of the service function and the cost of overhead.
12. To determine if subcontracting is necessary for any particular operations.

### **1.3 Need/Importance of MPP**

MPP is required for-

1. To hire people with the aptitude, job experience, expertise, and credentials needed for the organisation to perform its duties.
2. Because a sizable number of people who have aged, retired, passed away, or become incompetent need to be replaced.
3. Essential due to the inevitable and regular labour turnover.
4. To take on the difficulties posed by emerging and evolving technologies as well as novel manufacturing methods.
5. To determine where there is a lack and surplus of manpower.

### **1.4 Benefits of MPP/HRP**

1. Makes it possible for higher management to see how HR factors into business decisions.
2. Because management may identify imbalances before they become costly and unsustainable, personnel costs may be lower.
3. More time is given to find the original talent.
4. There are now more chances for women and minority groups to be included in plans for future growth.
5. Assignments to train managers should be better planned.
6. Significant and fruitful pressures can be placed on regional labour markets.

## **1.5 Usefulness of MPP in different levels**

### **A. On a national scale**

1. Only governments are able to accomplish it.
2. May include things like demographic forecasts, economic development initiatives, Facilities for education, the dispersion of occupations, and employee mobility across geography.

### **B. At the sector level:**

1. The federal and state governments may carry it out.
2. It may meet the labour requirements of the industrial, service, and agricultural sectors.

### **C. At the industry level:**

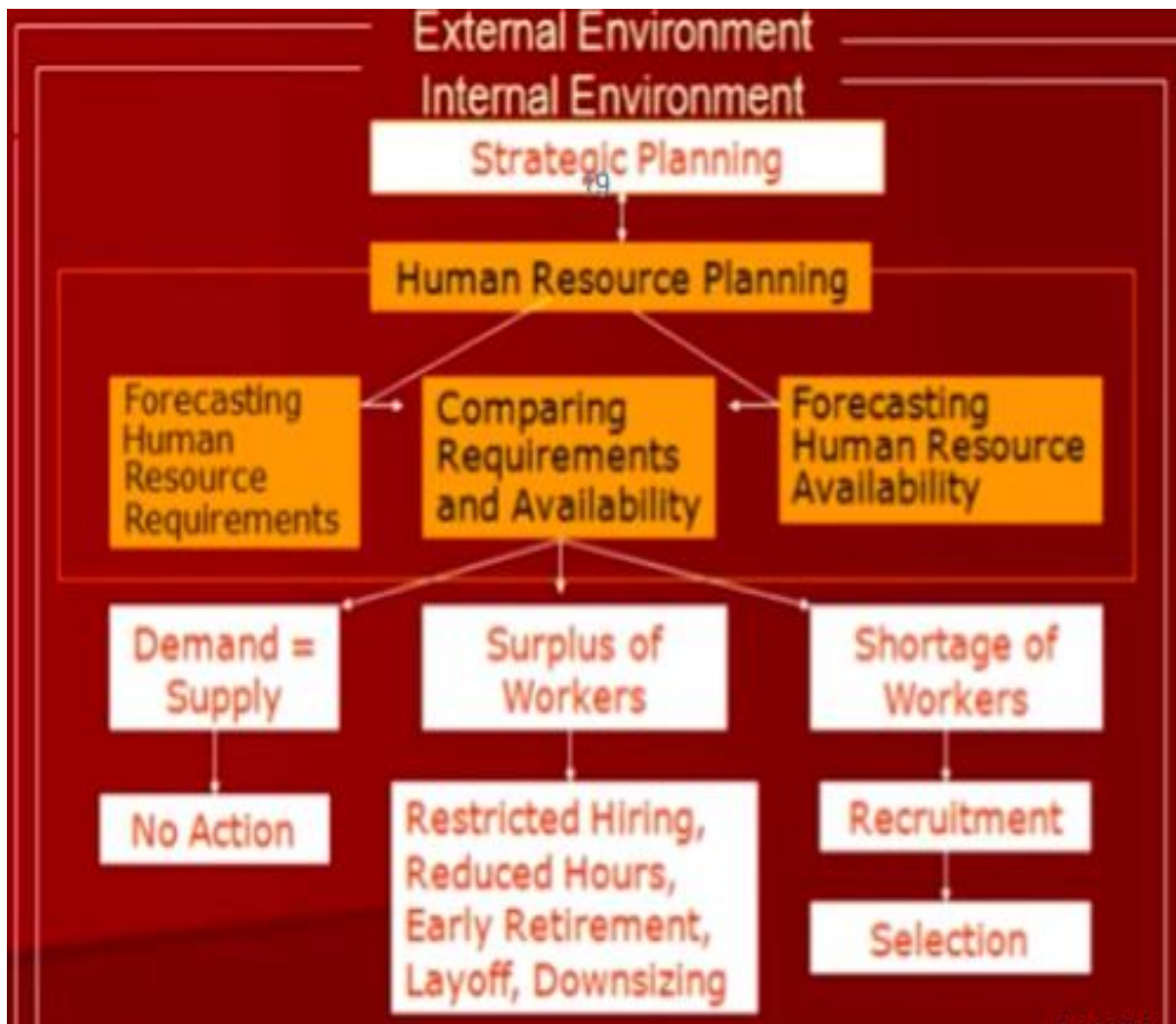
1. The Industrial Heads may take care of it.
2. May include things like a manpower prediction for particular businesses, such the IT, consumer goods, or heavy industries, among others.

### **D. At the Individual level-**

1. It may be done by the Organizational Heads.
2. It may relate to its man power need for various departments and types of personnel.

## **1.6 Process of MPP**

1. Deciding goals or objectives.
2. Estimating future organizational structure and forecasting manpower requirements.
3. Auditing human resources.
4. Planning job requirement, do Job descriptions and Job analysis.
5. Developing a HR plan.



### 1.7 Detail activities of MPP - Linking with Long & Short term plans

1. Scrutiny of the present personnel strength.
2. Anticipation of Manpower needs.
3. Investigation of turnover of personnel.
4. Planning job requirements and job description.
5. The anticipation of the needs of manpower generally involves taking an inventory of the existing personnel who are “in stock” today and what can be expected to be “in stock” tomorrow.
6. Preparation of long-term plans of the organization (its growth, diversification, expansion, new markets etc)

7. Breaking the long-term plans into annual short term plans.
8. Deciding manpower requirements every year, at least a year ahead, keeping in view the long-term plans.
9. Conducting manpower audit to find out the promotability of existing employees to higher levels wherever vacancies exist.
10. Detailing out the manpower requirements (position wise) for the coming year on the basis of the 3<sup>rd</sup> and 4<sup>th</sup> steps mentioned above.
11. Initiating recruitment and promotions practically.

### **Responsibilities of Personnel Department for MPP**

1. To support, advise, and exert pressure on the operating management to set goals and make plans.
2. To gather information, compile it into an organisational summary, and make sure it aligns with the long-term goals and other components of the overall company plan.
3. To keep upper management updated on performance in relation to the strategy and to monitor and measure it.
4. To offer the research required for efficient organisational and personnel planning.

### **Responsibilities of Staff manager/head for MPP**

1. To report on the use of manpower both historically and currently.
2. To support and counsel managers in their evaluation of manpower utilisation.
3. To provide information sources and methods for comparative analysis.
4. To oversee the forecasting or goal-setting process.
5. To provide the managers and staff of each department their overall projections.
6. To provide line managers with guidance on current forecasting methods.

### **1.8 Components of MPP**

MPP has three components, they are-

1. **Forecasting**- estimating future needs and stock of available resources in the organization.



2. **Recruitment plan-** To meet the gap by the internal resources and estimated need by external recruitment, to fill-up the positions with appropriate number, skills and qualities of individuals.
3. **Training & Development plan-** To utilize fully the human resources of the organization and to develop the potential resources for better organizational performance.

### **1.9 Ranges of Man Power Forecasting**

Three ranges of MPF depending on the time period, they are-

1. Short range Forecasting- 0 to 2 years.
2. Intermediate range Forecasting- 2 to 5 years.
3. Long range Forecasting- Beyond 5 years.

#### **1. Short Range Forecasting**

- a. 0 to 2 YEARS.
- b. Parameters are fairly well-defined.
- c. Handled in the normal course of budget preparation.
- d. Require simple arithmetic calculation

#### **2. Long Range Forecasting**

- a. Beyond 5 Years.
- b. Parameters are not well-defined.
- c. Handled in the special course of budget preparation.
- d. Require Mathematical & Statistical Models for calculation

### **1.10 Strategies for Man Power planners**

1. They ought to gather, preserve, and analyse pertinent data pertaining to human resources.
2. They shall submit reports on a regular basis on the goals, needs, and employment situation as well as related aspects of manpower.
3. They should create protocols and methods to ascertain, throughout time, the needs of various manpower types in light of the objectives of the organisation.

4. As part of predictions of manpower requirements, they should create metrics of manpower utilisation together with independent validation.
5. They should use appropriate methods that result in efficient task distribution in order to maximise the use of labour.
6. Research should be done to identify the causes of, changes to, or eliminations of these disabilities.
7. They ought to create and use techniques for evaluating human resources economically.
8. They ought to assess the acquisition, creation, and maintenance of efficient human resources.
9. They ought to examine the dynamic processes involved in hiring, promoting, and losing members of the organisation.
10. They ought to understand how to regulate the aforementioned procedures in order to optimise both individual and collective performance while avoiding excessive expenses.

### **1.11 Problems in Human Resource Planning Process**

1. **Inaccuracy:** Problems of forecasting changes, especially in technological and Government policy areas.
2. **Employee resistance :** Employees do not feel very comfortable to do forecasting work, as they become accountable for that and hence, many of them resist for this task.
3. **Uncertainties :** Man power planning can be uncertain even for at few years ahead, because in a dynamic business situation it is really difficult to foresee.
4. **Inefficient in formation system:** Detailed records are needed which may not be possible every time.
5. **Time and expense:** Needed more time to make accurate plan, also required expensive clerical staff.

### **Activity Check:**

1. Define Human Resource Management and Man Power Planning.
2. Write the need & Importance of Man Power Planning.
3. Explain the main objectives as well as the sub-objectives of Man Power Planning.
4. Write the benefits of Man Power Planning.

5. Explain the Usefulness of Man Power Planning in different levels.
6. Explain the process of Man Power Planning with the help of the flow diagram.
7. Write the detail activities of Man Power Planning- linking with long term & short term plans.
8. Explain the responsibilities of Personnel Department as well as responsibilities of staff manager/ Department heads towards Man Power Planning.
9. “There exist many components of Man Power Planning”- explain those.
10. Mention the ranges of Man Power Forecasting & explain those.
11. Write the strategies of Man Power Planners in an organisation.
12. Explain the various problems of Man Power Planning Process.



## UNIT-2: HUMAN RESOURCE ACCOUNTING

### 2.1 Meaning, Definition & Characteristics of HRA

1. The accounting profession uses this phrase to express how much an employee is worth to their company.
2. HRA is an effort to recognise, measure, and disclose investments made in the organization's resources that are now recorded under standard accounting procedures.
3. It is the procedure for gauging and summarising the organization's human dynamics.
4. The quantification and measuring of organisational human resources like dedication, experience, and hiring.

### 2.2 Basic premises of HRA

1. People are **valuable resources** of an organization.
2. The **usefulness** of manpower as an organization resource is determined by the way in which it is **managed**.
3. Information on investment and value of human resources is useful for **decision making** in the enterprise.

### 2.3 Significance of HRA

The information generated through HRA can be of utmost help for making decisions in the following areas-

1. Formulating **policies & programs** for the development of HR.
2. Decisions regarding **cost reduction** programs.
3. **Training & Development** of existing employees.
4. **Recruitment** planning & **selection** of new employees.
5. **Manpower planning** & control.
6. **Conservation & rewarding** of HR.
7. Making a choice between various types of human **investment**.

### 2.4 Objectives of HRA

1. HRA helps in determining the **return on investment** on HR.
2. It helps in knowing whether the HR of the organization has been **properly utilized or not**.
3. It provides **quantitative information** on HR which help the managers as well as the investors in making decisions.

4. To offer a solid and efficient foundation for asset management.
5. To convey to the company and the general public the value of human resources.
6. To provide cost-value data for HR management and decision-making in order to meet cost-effective organisational goals.
7. To enable management staff to efficiently oversee HR usage.
8. To categorise the financial effects of different methods in order to support the formulation of management principles.

## **2.5 Advantages of HRA**

1. HRA aids in determining whether or not human capital is being developed inside the company.
2. It provides the price of HR development for the company.
3. It is useful to weigh the advantages and outcomes of the HR development investment against the expenditure.
4. Only when HR investment is additionally considered can the return on investment be computed in a meaningful manner.
5. It supports management in the efficient development and implementation of personnel policies.
6. It can provide an accurate picture of the business's financial commitment to human resources.
7. HRA contributes to increasing worker efficiency.

## **2.6 Disadvantages of HRA**

1. There is a difference between other assets and HR. They **cannot be valued like** other assets.
2. The **methods** for valuation of HR are different from each other.
3. HRA is **not recognized** by tax laws. It remains only a theoretical concept.
4. The factors to be included for valuing HRA are abstract and are not **precisely measurable in monetary terms**. These valuations lack objectivity.
5. HRA is **not accepted** in many places, because it is a very new concept.

### **Aspects/ Methods of HRA-**

1. Human Resource Cost Accounting (HRCA)
2. Human Resource Value Accounting (HRVA)

### **Human Resource Cost Accounting**

It is the measurement and reporting of the costs incurred to acquire and develop people as organizational resources.

### **Human Resource Value Accounting**

It is an approach to evaluate the human resource assets by calculating their economic values.

### **Activity Check:**

1. What do you understand by Human Resource Accounting.
2. Write the characteristics of Human Resource Accounting.
3. Explain the basic premises of Human Resource Accounting.
4. Write the significance of Human Resource Accounting.
5. Explain the objectives of Human Resource Accounting.
6. “There exist many advantages of Human Resource Accounting”- explain those.
7. “There exist many disadvantages of Human Resource Accounting”- explain those.
8. Mention the names of various methods **of** Human Resource Accounting.
9. Explain the various methods **of** Human Resource Accounting.
10. Write any two differences between Human Resource Cost Accounting & Human Resource Value Accounting.

.....



## **UNIT-3: MAN POWER PLANNING, FUNCTIONS AND FORECASTING TECHNIQUES**

### **3.1 Definition**

It is the process of ensuring the right numbers and kinds of employees, at the right places, at the right time, capable of effectively and efficiently completing those tasks that helps the organization to achieve its goals.

### **Elements of MPP Function**

There are three key elements

1. Workforce Forecast.
2. Manpower assessment.
3. Staffing Program.

### **3.2 MPP Functions**

\*\*\*Go to the topic showing responsibilities of Line and Staff people of the organization of Unit 1 as they need to do all those functions only.

### **Strength to do MPP**

1. **Strategic & Operational business objectives** and desired competencies has to be made available for developing manpower plans.
2. Experienced and **professionally trained people** have to perform HPP activities.
3. For each of the organizations' unit requires competencies and a **competency development plan** has to be produced.
4. HPP is prepared for the organization and its units, has to be **tracked quarterly and revised** if needed.
5. The organization has to develop **succession plans** for its key positions.

### **Barriers to MPP**

1. HR practitioners are perceived as experts in handling HR matters, but they are not experts in **managing business**.

2. Strategic planning efforts have long been oriented towards **financial forecasting**, not HR forecasting.
3. **Non – involvement** of operating managers renders HRP ineffective.
4. Conflict arises regarding uses of **quantitative and qualitative approaches** to HRP.
5. Conflict exists between **short-term and long-term** needs.  
(HRP process says to go for long-term analysis is better, but need to give salary to people, so org prefer short-term analysis.)

### **3.3 Forecasting Techniques**

There are 9 techniques-

1. Demand Forecasting.
2. Supply Forecasting.
3. Judgment and Experience.
4. Delphi Technique. (Opinion of a group of experts)
5. Budgetary Planning. (ex- annual budget)
6. Ratio- Trend Analysis. (Ratio -no. of workers & sales)
7. Work Standard Data. (Established sets of data)
8. Key Predictive Factors. (Key indicators)
9. New Venture Analysis. (By doing MPP analysis from similar type of organization).

## **1. Demand Forecast**

### **A. Definition-**

It is a process of estimating the future quantity and quality of people required according to organizations' demand.

### **B. Characteristics**

The basis of the forecast must be the **annual budget** and **long-term corporate plans**, translated into departmental activity.

### **C. Factors**

#### **1. External Factors:**

- a. Economic Climate
- b. Competition
- c. Laws & Regulatory bodies
- d. Changes in Technology
- e. Social Factors
- f. Demographic Factors.

## **2. Internal Factors:**

- a. Budget Constraints.
- b. Production Levels.
- c. New products and services
- d. Organization Structure
- e. Employee separations.

## **1. Supply Forecast**

### **A. Definition**

Demand analysis provides the management the numbers and kinds of people required. The forecasting process by which management can determine whether it will be able to procure the required number of the personnel and the sources of such procurement, is called Supply Forecasting.

### **B. Characteristics**

It measures the number of people likely to be available from either within or outside the organization.

### **C. Factors**

- A. External Factors- As like Demand Forecasting.
- B. Internal Factors-
  - a. Employee Turnover
  - b. Internal movements & Promotions.
  - c. Changes in hours & other conditions of work
  - d. Making allowances of absenteeism & overtime work.

## **2. Judgment & Experience**

### **A. Definition**

It is the kind of forecasting done by the people who are familiar with the products, processes and jobs in the business.

### **B. Characteristics**

1. It is appropriate for the **short** run forecast.
2. Usually experts are no one but **the supervisors & the managers** of the business.
3. They **judgmentally convert** information on short-term future business activity into **numbers and types of people needed**.
4. This technique is usually used in those companies where sufficient **database is not available**.
5. This technique is suitable for **smaller organization**.

## **Delphi Technique**

### **A. Definition**

It is a method of forecasting human resources needs from a group of experts.

(Those experts are outsiders/ Not working in that particular organization)

### **B. Process**

1. Organizations' HR people act as a **intermediaries**.
2. They **ask questions** related to MPP to **external** HR experts.
3. External HR experts give their **opinions**.
4. Organizational HR people summarize the various responses & **send them back**, if responses are different.
5. External experts do the **survey again** & send the feedback, until all of them begin to agree on a single opinion.

## **Activity Check:**

1. What do you understand by Man Power Forecasting?
2. “There are three elements of Man Power Functions”- Justify.
3. Explain the strength of an organisation to do Man Power Forecasting.
4. Write the barriers of Man Power Planning Process.
5. Mention various forecasting techniques that usually adopted in an organisation.
6. What do you understand by Deman Forecasting? Explain various Internal as well as External factors that influence Demand forecasting in an organisation.
7. What do you understand by Supply Forecasting? Write the characteristics of Supply Forecasting.
8. Explain various Internal as well as External factors that influence Supply forecasting in an organisation
9. What do you understand by Judgement or Experience forecasting technique? Write the characteristics of this technique.
10. What do you understand by Delphi forecasting technique? Explain the process of Delphi technique adopted in an organisation.

.....

## **UNIT-4: RECENT TRENDS IN MAN POWER PLANNING AND DEVELOPMENT**

### **4.1 Knowledge (Definition)**

It is the **power & capacity** for effective action.

#### **Characteristics**

1. It refers to **organized data** & information.
2. The processed information in the **actionable form** is referred to as knowledge.

#### **Knowledge Management**

It is a systematic, explicit and deliberate building, renewal and **application of knowledge to maximize an enterprise knowledge**– related effectiveness and return from its knowledge.

### **4.2 Knowledge Management process**

It has 8 stages-

**1. Identification Stage:** Determining the competencies required for the success of the organisation.

**2. Collect Stage:** To possess the competences, one must acquire prior information, abilities, experience, etc.

**3. Select Stage:** This stage evaluates the worth of the knowledge that has been gathered in comparison to the benchmarks for success.

**4. Store Stage:** It takes the information tidbits, organises them, and incorporates them into the body of organisational knowledge that already exists.

**5. Share Stage:** During this phase, staff members may access both new and current organisational knowledge.

**6. Apply Stage:** This stage allows staff members to put their knowledge to use in operations, decision-making, problem-solving, and other organisational tasks.



**7. Customer Acceptance Stage:** This stage entails getting clients' and customers' permission for the goods or services that are created or developed using the knowledge.

**8. Create Stage-** It involves development of new knowledge through observation, feedback, failures in previous events etc.

#### **4.3 Benefits of Knowledge Management**

1. Companies **discover the opportunities** provided by the environment & can exploit them with the help of knowledge created & developed.
2. Companies can **reduce the threats** created by the environment.
3. Companies can derive more **value and competencies** from **the intellectual property**.
4. Companies can Increase **productivity, profits** etc.
5. Companies can learn continuously & **retain competencies**.
6. Companies can get the **ability to change** & to become a change agent.
7. **Getting maximum contribution** from the employees.

### **Virtual Organization**

It is a social network in which all the horizontal and vertical boundaries are removed.

It consists of individual working out of physically dispersed workspaces or even individual working from mobile devices and not tied to any particular workspace.

### **Partial Virtual Organization**

These organizations physically perform certain activities and outsource the remaining activities.

(Bata physically markets its products and outsources the manufacturing activities.)

### **Characteristics of Virtual organization**

1. Flexi work, flexi time, flexi workplace.
2. Part time work

3. Job-sharing
4. Home- based working
5. Dependency on IT like e-mail.
6. Loose organization boundaries.
7. Goal directed.
8. Customer –centered.

#### **4.4 Virtual Organization & Learning Organization - Recent trends of HRM**

##### **Virtual Organization and HRM**

##### **Human Resource Trends in Virtual Organization**

1. A company's human resources are its diverse workforce.
2. Based on market need, knowledgeable individuals are employed for short-term tasks.
3. Workers are accountable to the desired performance yet enjoy liberty in the workplace.
4. Workers are able to work from anywhere, including their homes.
5. Project performance becomes the basis for career planning and growth.
6. Selection of personnel takes into account both technical proficiency and teamwork abilities.
7. When choosing personnel, the **Emotional and Attitudinal Quotient (EAQ)** is more important than the Intelligence Quotient (IQ).

##### **Employees Features in Virtual organization**

1. Self- motivating
2. Adaptability
3. Self- commitment
4. Effective communication
5. Goal/ result oriented
6. Technical competency
7. Multi-skilled

##### **Dimensions to maintain employee's Performance in Virtual organization**

1. Setting **performance standard/ requirements**.
2. Facilitating performance by **providing** required facilities, resources and eliminating obstacles.

3. **Encouraging** the employees to perform successfully.
4. Create a **network of employees** and enable them to create & share information and knowledge.

## **Learning Organization**

The organisation gains knowledge in the same way that individual employees do. Employers get knowledge from the experiences of their staff.

The combined effect of each employee's individual learning inside an organisation is known as organisational learning output.

**[Summation of Learning of all the employees = Organisational Learning]**

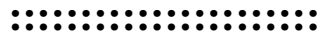
### **4.5 Need for organizational learning**

Need for organizational learning is increasing due to-

1. Intellectual activity has increased in many organisational functions, such as marketing and production.
2. Acceptance & acknowledgement of knowledge as a source of competitive advantage
3. The corporate environment is dynamic and complicated, especially in the wake of globalisation.
4. A greater understanding of the customer's rights
5. A rise in commercial competition as a result of globalisation and liberalisation
6. A shift in how staff members see change and flexible companies
7. A faster rate of inventions, ideas, and research and development results.
8. Cultural globalisation

### **Activity Check:**

1. What do you understand by 'Knowledge' as well as ' Knowledge Management'?
2. Write the characteristics of Knowledge.
3. Explain the stepwise process of Knowledge Management.
4. 'There are many benefits of Knowledge Management in an organisation'- Justify.
5. What do you understand by Virtual Organisation?
6. What do you understand by Partial Virtual Organisation?
7. Explain the characteristics of Virtual Organisation.
8. Write the Human Resource Trends in Virtual Organisation.
9. Explain the Employees Features in Virtual Organisation.
10. Mention various dimensions to maintain Employee's Performance in Virtual Organisation.
11. What do you understand by Learning Organisation?
12. Explain the need for Learning Organisation.



## UNIT-5 :RESOURCING STRATEGY

### 5.1 Resourcing Strategy

It can be defined as the strategy that ensures that a firm achieves competitive advantage by employing **more capable people than its rival**.

#### Characteristics

1. Employees should have wider & deeper range of **skills**.
2. Employees should have the **behavior** to maximize their **contribution**.
3. Organization **retains** employees by providing better opportunities.
4. Organization develops a **positive** psychological/emotional contact which increase commitment and creates mutual trust.

### 5.2 Components of Resourcing Strategy

1. Resourcing Plans
2. Flexibility Plans
3. Retention Plans

#### 1. Resourcing Plan-

Plans for sourcing personnel from inside the company or for training initiatives to assist in acquiring new skills are known as sourcing plans.

If demands cannot be met by the organisation, longer-term resource plans should be prepared in order to draw in top candidates from the outside.

#### 2. Plans for Flexibility

It is a strategy to make better use of people and quickly adjust to changing conditions by enhancing the organization's flexibility in the utilisation of human resources.

#### 3. Plans for Retention

It is the strategies for holding onto qualified individuals in accordance with the demands of the company. Better chances and rewards are provided by this initiative to help retain competent workers.

## **Scenario**

It is described as a hypothetical series of future occurrences.

When creating a scenario, a broad evaluation of expected internal developments in the organization's direction and their consequences for personnel requirements must be made.

### **5.3 Scenario Planning**

It is a straightforward, mostly structured procedure for formulating an opinion about any anticipated modifications to the scope, nature, and structure of the organization's operations as well as for recognising any potential changes to the external environment that might have an impact on the organisation.

### **5.4 Aim/ Objectives of Scenario Planning**

1. To engage in an intellectual process aimed for recognising problems and improving comprehension of potential scenarios that may need to be dealt with in the future.
2. To consider the potential outcomes and determine the best course of action.

### **Process of Scenario planning**

1. To get people thinking about a variety of options that organisations would have to consider or deal with.
2. Next, these options are arranged in order.
3. To create a number of internally coherent alternative future stances.

## **Talent Management**

It is the use of an integrated set of activities to ensure that the organization attracts, retains, motivates and develop the talented people, according to the need of the organization (now and in future).

### **5.5 Elements of Talent Management**

1. The resourcing strategy
2. Attraction & Retention policies and programs
3. Talent Audit



4. Role development
5. Talent relationship management
6. Performance management
7. Total reward
8. Career managements

### **5.6 Career Management**

Career Management is concerned with providing opportunities for people to **progress** and **develop** their careers, ensuring that the organization has the **flow of talent** it needs.

#### **Aims of Career Management policies**

1. To provide people with the direction, motivation, and support they require in order to reach their full potential and pursue a fulfilling career in the company that aligns with their goals and abilities.
2. To give men and women the opportunity to participate in a series of educational programmes and experiences that will prepare them for whatever degree of responsibility that comes their way.

#### **Succession Planning**

It is based on the information supplied by

- Talent audits,
- Supply and demand forecasts
- Performance and potential reviews.

With all these information, **identify the successors** for posts towards **providing for the development**, of those successors by creating talent pools.

### **5.7 Steps in Career Planning**

1. Making use of all the data that the organisation has supplied for needs assessments, performance and potential assessments, and management succession planning.
2. Convert these data into customised programmes for professional advancement.
3. Plans for career guidance, mentorship, and management development.

## **Induction**

It is the process of receiving and welcoming employees when they first join a company & giving them the basic information they need to settle down quickly and happily and start work.

### **Aims of Induction**

1. To **smooth** the preliminary stages when everything is likely to be strange and unfamiliar to the newcomer.
2. To establish quickly a **favorable attitude** to the company in the mind of the new employee so that he or she is more likely to stay.
3. To obtain **effective output** from the new employee in the shortest possible time.

### **Importance of Induction**

1. Reducing the **cost** and inconvenience of early leavers.
2. Increasing **commitment** of employees.
3. Clarifying the psychological **contact** (how employees are expected to behave & keep a good relationship between Employees & Employer).
4. Accelerating **progress** up the learning curve.
5. **Socialization.**

## **5.8 Release from the Organization**

The employment relationship may be ended up voluntarily by someone moving elsewhere or it may finish at the end of a career on retirement – this is known as release from the organization.

Different release activities are-

1. Redundancy (Downsizing/ Contracting the Organization)
2. Outplacement (help redundant employees to find other work or start new careers)
3. Dismissal
4. Voluntary Leavers
5. Retirement

**Activity Check:**

1. What do you understand by 'Resourcing Strategy'?
2. Explain the characteristics of Resourcing Strategy.
3. "There exist various components of Resourcing Strategy- Explain those.
4. Define Scenario as well as Scenario Planning.
5. Write the objectives of Scenario Planning.
6. What do you understand by Talent Management? Explain the elements of Talent Management.
7. What do you understand by Career Management?
8. Explain the aims of Career Management Policies.
9. What do you understand by Succession Planning?
10. Explain various steps of Career Planning.
11. What is 'Induction'? Write the aims of Induction program conducted in an organisation.
12. Explain various Importance of Induction Program.

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Techno City, Khanapara, Kling Road, Baridua, 9th Mile,  
Ri-Bhoi, Meghalaya-793101  
Phone: 9508 444 000, Web : [www.ustm.ac.in](http://www.ustm.ac.in)