

## 22 BA 312: HUMAN RESOURCE PLANNING

Course Code	22 BA 312	Course Delivery Method	Class Room / Blended Mode
Credits	04	CIA Marks	30
No. of Lecture Hours / Week	05	Semester End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Year of Introduction : 86-87	Year of Offering:2017	Year of Revision: NIL	Percentage of Revision: NIL

### Course Objective:

The objectives of this course are create a critical appreciation and knowledge for understanding the determinants of human resource requirements in the organization; and to develop a conceptual as well as practical understanding of human resource planning, deployment, maintaining HR information, preparing report on HR performance.

### Course Outcomes:

- CO-1 To analyse the essential elements of human resources planning (HRP) processes in organizations.
- CO-2 To examine the methods used in forecasting human resources and their relative implications.
- CO-3 To understand the concept of talent development and importance of talent engagement in the organization;
- CO-4 To develop conceptual as well as practical understanding of career management.
- CO-5 To familiarize the students with the information system, accounting, and audit system required for managing HR functions.

## COURSE CONTENT

### Unit-I

**Human Resource Planning:** Concept, Importance, Objectives, Types of HR Plan, Factors Affecting Human Resource Planning, Need for Human Resource Planning, Dimensions of Human Resource Planning, Five Steps in Human Resource Planning, Importance of Human Resource Planning, Obstacles in Human Resource Planning, Approaches to Human Resource Planning (Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach). **(15 Hours)**

## **Unit-II**

**Human Resource Forecasting and Developing HR Planning Process:** Necessity for Forecasting, Steps in Forecasting, Demand and Supply Forecasting, Demand Forecasting Techniques, Forecasting Accuracy, Benefits of Forecasting, Methods of Demand Forecasting and Supply Forecasting at Micro Level, Macro Level and National Level. Managing Surplus and Shortages, Evaluating human resource planning Effectiveness, Developing a HR Plan: Qualitative Side of HR Planning, Behavioural Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Problems in HR Planning, Sample HR Plan. **(15 Hours)**

## **Unit-III**

**Talent Development and Engagement:** Policies and Approaches, Organizational Training, Role of Training Managers in Talent Development. Talent Engagement and Fully Engaged Talent, Importance of Talent Engagement, Driving Factors of Talent Engagement, Engagement Levels, Talent Engagement Model, Process for Improving Talent Engagement. Talent Engagement vs. Performance and Retention, Talent Engagement, Entrepreneurship, Intrapreneurship **(15 Hours)**

## **Unit-IV**

**Career Management:** Introduction, Career management process, Career dynamics, Career management policies, Career planning process, Tips for successful career planning, Talent management, Succession planning. **(15 Hours)**

## **Unit-V**

**Human Resource Accounting:** Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA, Methods of HRA, Objections to HRA, Controlling Manpower Costs, True Costs of Planning and Recruitment, Human Resource Accounting in India, Human Resource Information System, Emerging Trends and Issues in Human Resource Planning, Manpower Planning in 21 century, Impact of Globalization on Manpower Planning policies and practices. **(15 Hours)**

### **Case Study (Not Exceeding 300 words)**

#### **Practical Component:**

- Ask students to study HR Planning policies and practices of any three Products and service oriented organizations.
- Ask students to prepare a blue print of HR forecasting and developing HR Plan.

- Ask students to present innovation HR planning practices adopted by Indian and Western business organizations.

**Reference Books:**

1. James W. Walker – Human Resource Planning – 1st edition 1980, McGraw-Hill, New Delhi.
2. Cascio. – Managing Human Resources – 10<sup>th</sup> edition 2016, McGraw-Hill New Delhi.
3. Mirza S Saiyadain & Tripti Pande Desai – Emerging Issues in Human Resource Management – 2007, Excel Books.
4. Noe & Raymond. – Fundamentals of Human Resources – 6<sup>th</sup> edition 2015, McGraw-Hill.
5. Gary Dessler & Biju vakkey, Human Resource Management, 12<sup>th</sup> edition 2011, Pearson.

**Course Focus:** Foundation / Employability/Entrepreneurship.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Fourth Semester**  
**20BA331- HUMAN RESOURCE PLANNING**  
**(2020-2021 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70 marks**

**SECTION – A**

**5 x 4 = 20 Marks**

**Answer the following**

1. a) Define Need for HRP. (CO1) (L1)  
**(OR)**  
b) What are factors effecting HRP (CO1) (L1)
2. a) Define Problems in HRP. (CO2) (L1)  
**(OR)**  
b) Define Competency mapping (CO2) (L1)
3. a) Define Driving factors of talent engagement. (CO3) (L1)  
**(OR)**  
b) What are the Approaches to organizational training.(CO3) (L1)
4. a) Define Succession planning.(CO4) (L1)  
**(OR)**  
b) Define Talent management. (CO4) (L1)
5. a) Define HR Accounting. (CO5) (L1)  
**(OR)**  
What are Objections to HRA.(CO5) (L1)

## SECTION - B

*Answer All Questions.*

**5 x 8 = 40 Marks**

1. a) Outline the importance and types of HR Planning.(CO1) (L2)  
(Or)  
b) Explain in detail about approaches to Human resource planning. (CO1) (L2)
2. a) Critically evaluate the methods and procedural steps in forecasting.(CO2) (L6)  
(Or)  
b) Discuss in detail about behavioural event interviewing. (CO2) (L6)
3. a) Define Talent engagement and determine the Role of Training Managers in Talent Development(CO3) (L5)  
(Or)  
b) Define Organizational Training. Explain different methods of Organizational Training. (CO3) (L5)
4. a) What is Career Management and elaborate the career planning stages in detail. (CO4)(L6)  
(Or)  
b) Define Career Planning. Discuss the tips for successful career planning. (CO4)(L6)
5. a) Explain the impact of globalization on manpower planning.(CO5) (L2)  
(Or)  
b) Explain the concept and methods of Human resource accounting.(CO5) (L2)

## SECTION C - (1 x 10 = 10 marks)

### Case study (Compulsory)

6. Magnum Financial Services Ltd. (MFSL) is a large financial services company with over 4,000 employees scattered all over India in their 12 branches. In view of ups and downs in the stock market, which affect the demand for and supply of qualified finance graduates from time to time. In different cities, it has been decided sometime back to centralize manpower planning activities at the corporate head quarters viz. New Delhi itself.  
The company has trading terminals spread over the whole of India. In addition to collecting fixed deposits from corporate houses and general public, it has also been managing funds from high net worth individuals. It has plans to launch a number of mutual fund products for which approval has come from securities Exchange Board of India. It has considerable reputation in the market as a merchant banker and as a money changing agent.

Hiring people with requisite skills, especially after the induction of the online trading mechanism, is proving to be a tough job. The stock indices have been galloping day by day. Looking at the increasing number of trading centres that are opening in various parts of the country the company wanted to hire 25 trading assistants by offering competitive salaries. While assessing manpower needs at various locations, the following things are generally taken into account. Man power needs.

- i. Details of previous selection in each centre.
- ii. Current employee strength in each centre.
- iii. Sanctioned posts for each centre.
- iv. No. of vacancies, likely to arise due to competition unforeseen events expansion etc.
- v. Surplus if any, from other centres.

Over and above the next vacancies that are likely to arise in each centre, two additional posts have been earmarked so as to serve as a cushion to absorb sudden fluctuations. The actual details about trading assistants in various centres were details of employees and

1. No. of people with 2 years' experience.
2. No eligible for promotion to next grade - 28.
3. No. of vacancies on hand - 25.
4. No. on rolls - 142.
5. Anticipated needs to be filled up owing to Market conditions – 24
6. Reserve to be kept over and above sanctioned Posts – 5

Total requirement over a period of 12 months - 54. In the I batch, it was planned to hire 25 people having one year's exposure to online market operations, in the Rs.5,000 - 8,000 grade. The chief HR Manager arrived at Mumbai to coordinate the recruitment activity. The Mumbai office got the tax message from H.Q. On Monday advocating caution and restraint while hiring trading assistants around 150 short listed graduates have been called for the interview on that day.

**Questions:**

- a) Prepare a comprehensive HR. plan for each centre of MFSL.(L1)
- b) Looking at the scenario what should the chief HR manager do.(L1)
- c) Is it advisable to decentralize the hiring process so as to avoid problems of the nature mentioned above why? Why not?(L1)

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