

MBA (HRM) 2020- 22: Term – I

Human Resource Planning

Course Outline

Credits:	2
Program:	MBA – HRM, Class of 2020 - 22
Academic Year and Term:	2020 - 22, Term – I
Faculty Name:	Prof. Lalatendu Kesari Jena
Email:	lkjena@xub.edu.in
Ph. No:	9800172570/3327 (Int.)

1. Course Overview

No organization can be effective in the long run without having the right number and the right kind of people with required qualification and capabilities, doing the right job at the right time. This is where the function of **human resource planning (HRP)** comes in. HRP, is an ongoing, continuous process of systematic planning to achieve optimum use of an organization's most valuable asset — *its human resources*. Human resource planning is said to be the foundation steps for learning human resource management in detail.

Keeping this objective in mind, this course aims at providing students a hands-on approach to understand the basic nuances of human resource planning such as understanding human resource demand and supply, understanding gaps between the both. During the process of study, students will also examine the various elements of human resources planning that includes quantitative and qualitative tools for manpower planning, forecasting supply and demand, job analysis, competency-based approach to job analysis and emerging trends followed in human resource planning in an organizational context.

2. Course Objective

- To determine how the organization's human resource needs are determined and to facilitate understanding on how the organizational talents are effectively utilized.
- To appreciate how an organization may be aligned through differentiation and integration of its human resources to perform competitively.
- To examine the quantitative and qualitative methods used in forecasting human resources and their relative implications.

3. Learning Outcomes

Upon successful completion of this course the students will have reliably demonstrated the ability to:

- Devise strategies for integrating human resources planning with the strategic initiatives of the organization.
- Forecast staffing needs based on demand and supply issues.
- Evaluate the role that HRM systems play in facilitating the human resource planning process of an organization.
- Develop an organization plan at the operational or strategic level in an organization.
- Evaluate the effectiveness of HRP processes in an organization.

4. Required Text Books and Reading Materials

- *Strategic Human Resource Planning*, Monica Belcourt, Kenneth J. Mc. Bey, Ying Hong, Margaret Yap, Cengage Learning. (**Text Book**)
- *Human Resource Planning*, Dipak Kumar Bhattacharyya, Excel Books, New Delhi.
- IGNOU Course Handouts

Additional readings and cases would be shared from time to time.

5. Tentative Session Plan

Session Plan	Topic	Coverage	Reference
1	Introduction	- Review course outline and expectations - Assignment of groups & class administration - Dealing through case method of learning	<i>Session handout by the instructor.</i>
2	Human Resource Planning System: The Emerging Context	- Why is human resource planning important? - Internal and external environmental issues in HR planning	- Unit 1 of IGNOU Study material. (<i>Reading material by the instructor</i>) - Chapter – 3, Strategic Human Resource Planning by <i>Belcourt, McBey, Hong and Yap</i> .
3		- Need for HR Planning - Types of HR Planning	
4		- Role of HRP Professionals - Barriers to HR planning <i>Case Analysis:</i> Resource planning at Akshaya Patra, Vasanthapura	
5	Human Resource Planning Process	- HR planning process outline - Time scale of HR forecasts <i>Case Analysis:</i> Creating the future at Southwest Airlines	Chapter – 5, Human Resource Planning by <i>D K Bhattacharyya</i> (<i>Reading material by the instructor</i>)
6		- Analysis of work load factors - Quantitative tools for manpower forecasts - Use of qualitative models for better management judgements <i>Case Analysis:</i> The Expectant Executive and the Endangered Promotion	
7		- Analysis of manpower supply: Manpower wastage analysis - HR replacement analysis <i>Case Analysis:</i> Cataumet Beats, Inc.	

Session Plan	Topic	Coverage	Reference
8	Job Analysis and HR Planning	• Job Analysis: Job Description and Job Specification • Problems associated with Job Analysis • The Process of Job Analysis • <i>Case Analysis</i>: Maximizing your return on people	Chapter – 4, Strategic Human Resource Planning by Belcourt, McBey, Hong and Yap.
9		• Critical Incident Techniques • Position Analysis Questionnaire • Functional Job Analysis • <i>Case Analysis</i>: A P Moeller – Maersk Group: Evaluating strategic talent management initiatives	
10	Competency based approaches to Job Analysis	• What is competency approach? • How is it used by organizations? • The benefits of competency approach in HRP • <i>Case Analysis</i>: Succession Planning: Surviving the Next Generation	- Unit 9 of IGNOU Study material. <i>(Reading material by the instructor)</i> - Chapter – 4, Strategic Human Resource Planning by Belcourt, McBey, Hong and Yap.
11		• Competency mapping • Approaches to competency mapping • <i>Case Analysis</i>: AT & T revising the managerial workforce	
12	Information Technology for HR Planning	• Workforce analytics, Workforce management and scheduling, Skills inventory, Replacement charts, Succession management • Different solutions for different needs: HRIS, specialty products, enterprise solutions • <i>Case Analysis</i>: Human resources at Hewlett-Packard	Chapter – 9, Strategic Human Resource Planning by Belcourt, McBey, Hong and Yap.
13		• Implementing and evaluating HR technology	

		• <i>Case Analysis</i>: Job Sculpting – The art of retaining your best people	
14	Case Discussion & Term Project Assignment	• Term project Assignment Presentation by team members to the class	

6. Course Evaluation

Sl. No.	Component	Weightage (%)	Type
1	Announced Quiz	10	Individual
2	In Class Case Presentation	20	Group
3	End Term Examination	30	Individual
4	Class Participation	10	Individual
5	Term Project Assignment	30	Group
Total		100	

- **Announced Quiz** – (Weightage – 10%): One announced online quiz would be conducted, consisting of multiple choice, true and false type questions from the prescribed text books and relevant readings provided during the sessions.
- **In class case presentation** – (Weightage – 20%): Students will be provided with cases during 2nd and 3rd session of the course. A group of 6 members will analyze and present each of the case to the class.
- **End Term Exam** – (Weightage – 30%): A closed book exam covering all the class discussions during the term would be conducted as per the schedule. 5 questions (to be opted out of 7) carrying 6 marks each plus a case analysis carrying 10 marks would be given to assess conceptual clarity gained in the subject.
- **Class Participation** – (Weightage – 10%): Refer the details in Annexure – I stated below.
- **Term Project Assignment** – (Weightage – 30%): Refer Annexure – II stated below.

7. Academic Integrity

Students are expected to show the highest level of academic integrity in their submissions and assignments. Please note that students involved in academic dishonesty will be dealt with as per the Manual of Policies. Academic dishonesty consists of misrepresentation by deception or by other fraudulent means. In an academic setting this may take any number of forms such as copying or use of unauthorized aids in tests, assignments, examinations, term papers, or cases; plagiarism; talking during in-class examinations; submission of work that is not your own without citation; submission of work generated for another course without prior clearance by the instructor of both courses; submission of work generated by another person; aiding and abetting another student's dishonesty; and giving false information for the purpose of gaining credits.

Course Style

I am a very strong believer in having interactive discussions rather than formal lectures session. Therefore, class participation is crucial both to your learning and our collective sanity and is strongly related to the professionalism component of your final grade. I encourage relevant interruptions and questions at any point during class and am available by e-mail/phone mentioned above regularly to address any questions or concerns that you may not want to raise in class.

Marks for Professionalism vs. Participation

My decision to keep professionalism as a part of evaluation is based, in part, on my earlier research experience, through which I found there need to have a direct correlation between marks/grades and level of participation in class discussions.

However, in considering this further, I decided that mere participation is insufficient, but in fact, it is professionalism (which includes participation, among other things) that should be considered. Basing on my corporate HR experience, it is my hope that keeping a portion of your final mark on professionalism, will better prepare you for the “real corporate world”.

The article “*Professionalism Marks vs. Participation Marks: Transforming the University Experience*” is posted in AIS, XUB intranet serves as the basis for my aforesaid decision to award marks for maintaining professionalism in this course.

Practically-speaking, some of the things that will count towards this component of your final grade include (but are not limited to) the following:

- Attending class and being on time
- Paying attention in-class, not using mobile phones or other electronic devices
- Being prepared for class, having done all the assigned readings, and being prepared to speak when called upon, often randomly
- Participating in class discussions with meaningful contributions
- Asking pertinent questions
- Carefully following all instructions relating to classes, assignments and exams
- Handing-in your work on-time (or early)
- Respecting other students

Term Project Assignment

The group assignment serves variety of purposes; foremost, you and your team will be able to learn the expected human resource functions of a chosen organization. It will also provide you with the opportunity to understand the methodology followed for collecting information through secondary sources and evaluate its merits. Your team (comprising of 6 members) will be working out on the following:

Target the human resource functions of a specific organization preferably an Indian organization

- a. The team may need to describe and critically evaluate a human resource management activity that has an influence on HR planning.
- b. The team members need to review the organizations strategic plans and evaluate whether their HR planning and policies are aligned with the strategic plans of the organization.
- c. Based on your analysis, suggests ways of improving the way the organization manages their HR planning activity.
- d. You will be responsible to identify the issues and concerns of the organization and provide relevant research to substantiate your views.
- e. You will need to provide recommendations and strategies that will help organizations effectively manage the its HR functions.

Precisely the team need to focus on following 4 core agendas:

A. The Organization and its Mission

1. When and why was this organization established? What are the principal needs and objectives that the organization is designed to fulfill?
2. What are the structural components of the organization? How is the organization structured to carry out its objectives? Where is the focus of decision-making authority for carrying out these objectives? How centralized or decentralized is the decision-making process with respect to human resource planning? Operational management?
3. What is the total number of employees in the organization? How are these employees distributed throughout the organization?
4. What are the major problems and opportunities confronting this organization? Up to this point, how has the organization responded to these challenges?
5. Does the organization have a strategic management plan, including goals, objectives?

B. The Role of its Human Resource Function

1. Does this organization have a formal and identifiable human resource function?
2. How is the human resource department organized to carry out the objectives of the organization?
3. If there is no formal and identifiable human resource function (department), why, and how are human resource functions carried out?
4. What is the perceived importance within the organization of the human resource function, in comparison to other organizational functions?

C. Human Resource Planning Decisions

1. Who is responsible for human resource planning and forecasting for the organization?
2. What methods are used to determine staffing needs?
3. Are job analyzes conducted and job descriptions developed for each position in the organization? How often are they updated and how extensively?
4. Once staffing needs are established, what procedures are utilized for filling job vacancies?

D. Summary and Evaluation

1. Is the human resource function of this organization contributing to the fulfillment of the organization's mission, objective and strategic plan? Is it making an effective contribution? Why or why not?
2. What human resource planning problems have been adequately solved or are now in the process of being solved by the organization?
3. Are there major management problems on human resource planning that remain to be confronted or solved? If so, what are they?
4. What would appear to be among the most desirable solutions to these problems? Provide specific detail and justification for your recommendations.

A hardcopy of your report and findings need to be submitted for evaluation prior to the day of presentation. The characteristics of an excellent report are: Executive summary, table of contents, introductory paragraph which discusses the significance and objective of your work, practical and creative recommendations, logical summary.

The final product of this team project assignment will be a comprehensive group presentation to be conducted on the dates indicated in the tentative session plan stated above. During the presentation, each member of the group should assume the stance of an outside consultant who has been called in to evaluate the human resource system of the particular organization.