SYNOPSIS
ON
HUMAN RESOURCE PLANNING IN SELECTED STEEL PLANTS AT KALINGA NAGAR INDUSTRIAL COMPLEX

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Doctor of Philosophy in Management

By

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Introduction

Human resource planning (HRP) means different things to different organizations. To some companies, human resource planning means management development. It involves helping executives to make better decisions, communicating more effectively, and know more about the firm. The purpose is to make men and women better managers. The emphasis is on having managers who are skilled in their area of activities and are reasonably qualified for promotions.

In other firms the approach to human resource planning is reversed. Here the problem is defined as estimating future manpower needs. The goal is to hire persons today to meet future requirements. The quantitative aspect of development is somehow to met by a “natural” development process, even through future knowledge and skill requirements are ignored in the planning efforts. The guiding principle is to ensure that enough “manpower” is available when needed.

The problems posed by overemphasis on either quantitative or qualitative approaches are partially overcome by a third group of planners who define human resource planning as organization planning. Their approach is to determine the performance quality and promotion potential of individual managers. The planner then designs an “idealized” organization structure for some future time period. If a long range organization plan – for example five years – is desired the focus tends to be on higher management ranks because the planner lacks quantitative data on the probable structure and size of middle and lower management. If a detailed organization plan is desired, a short-run approach is adopted because of a lack of information on long-range needs.

Like the other approaches to manpower planning, organization planning fails to provide the assurance that future manpower requirements are considered satisfactorily. The organization planner is restricted in his/her design work due to lack of quantitative data, because he/she does not have responsibility for programmes that would develop managers to fill future organization positions.

Each of the approaches – management development, human resource forecasting and organization planning – is inadequate by itself, yet each approach contains information need for the other approaches. When combined with other aspects of human resources planning is becomes key links in an integrated human resource planning effort.
Under the circumstance, the best possible definition of human resource planning incorporates elements of all these approaches like management development, manpower forecasting and organization planning. It is defined as: the process by which management determines how the organization should move from its current manpower position to its desired manpower position. Through planning, management strives to have the right number and the right kinds of people, at the right places, at the right time doing thing which result in both the organization and individual receiving maximum long-run benefit.

Human resource planning is the process of anticipating and making provision for the flow of people into, within and out of the organization. The overall purpose is to help managers for human resources as effectively as possible, where and when they are needed, in order to achieve the organization goals, strategic human resource management (SHRM) then combines strategic planning and HR planning. The pattern of human resources development and activities helps an organization to accomplish the strategic goals.

Though every organization plans for the future, the role of the HR manager must be concerned with meshing HRP and strategic planning for the whole organization. On the basis of the two issues; strategic formulation and strategic implementation that focus at fundamental level, which relates between human resource planning and strategic planning; human resource planning provides data for the strategic formulation process: also it helps for implementation of the planning / strategy. The integration of HR planning and strategic planning tends to be most effective when there is a reciprocal relationship within the two processes

**Review of Literature**

The literature review would cover a large number of books and journals on the topic. A few books have been listed below for early reference to have an insight into the vastness of the scope of human resource planning.

a) Planning for Corporate Manpower – D.J.Bell
b) Manpower Planning – Gareith Steiner
c) Hand Book of Human Resource Planning – Gorden McBeath
d) Strategic Human Resources Planning – Monica Belcourt, Kenneth J. McBey
e) Manpower Planning – D. K. Bhattacharya
f) Strategic Human Resource Planning – Vivek Paranjpe
Besides a number of journals would be referred to for review of the relevant paper on human resource planning. Some of them include:

a) Indian Journal of Industrial Relations  
b) Indian Journal for Training and Development  
c) International Journal of Human Resource Management  
d) British Journal of Industrial Relations  
e) South Asian Journal of Management  
f) Vikalpa  
g) Decisions  
h) IIMB review

**Scope of the study**

The proposed study would cover the human resource information system (HRIS), the process of demand and supply forecasting, optimum utilization of human resources, man power wastage process, career development plan and the process of human resource audits in selected steel plants at Kalinga Nagar Industrial Complex.

**Objectives**

The study is based on few objectives, which are illustrated below

i. To study the process of HRIS in the organizations;  
ii. To study the HR planning process in the organizations  
   a. Human Resource Demand Forecasting (HRDF);  
   b. Human Resource Supply Forecasting (HRSF);  
iii. To study the process of performance appraisal, training and development and career development in the organization;  
iv. To ascertain demographically the views of the employees on different dimensions of HR processes;  
v. To find out the impact of HR planning on organizational effectiveness.
Hypotheses

The study has six main hypotheses:

H1. Proper HR planning helps in improving the effectiveness of the organization in terms of increased productivity and reduced manpower wastage.

H2. Human Resource Planning dimensions are significantly related to stability index and labour productivity.

H3. The employees in the organization differ in their perception age-wise on various dimensions of HR planning process.

H4. The employees in the organization differ in their perception on the basis of qualification on different dimensions of HR planning process.

H5. The employees in the organization differ in their perception on the basis of experience on different dimensions of HR planning process.

H6. The employees in the organization differ in their perception on the basis of position, on different dimensions of HR planning process.

Methodology and Database

Data for the study would be collected from two ways, i.e. primary and secondary.

Data on the growth and development of the organization, man power position and the different functions including the trade union will be collected from secondary sources, it includes files, documents, leaflets and written (published or unpublished) materials available in the plant.

For primary data, relevant questionnaires would be administrated to employees, officers, trade union officials to ascertain their views on different aspects of HR planning. Interviews would also be held with few keys officials to elicit information when ever needed.

The data to be collected would be processed using SPSS package. Relevant statistical tools would be applied to draw meaningful conclusions.
Capterization

Chapter 1 The introductory chapter deals with background of the study, problem statement, rationale of the study, objectives, significance of the study and brief theoretical framework.

Chapter 2 deals with the related literature overview and ends with the gap identification.

Chapter 3 discusses about detail research methodology adopted for the research

Chapter 4 gives an overview of organizations under study.

Chapter 5 deals with human resource planning process in the organizations under study i.e. both HRIS, HR demand and HR supply forecasting.

Chapter 6 discusses the performance appraisal, training and development and career development processes in the organizations.

Chapter 7 analyses the views of employees demographically on different dimensions of HR planning process.

Chapter 8 the study reveals important findings and makes recommendations for betterment of the process and future implications.

References