

Human Resources Planning and Development

(MBA 3rd Sem & M.Com. 4th Sem)



DIRECTORATE OF DISTANCE & CONTINUING EDUCATION
Utkal University, Bhubaneswar-7, Odisha
Email: helpline@ddceutkal.ac.in
Website: www.ddceutkal.ac.in

Syllabus

Unit-1

HRP concepts, importance, objective, type of HR plan, HRP approaches, (Social demand approach, rate of return approach and man power requirement approach).

Unit-2

HRIS importance, types, sources, and procedure of maintaining HRIS, Human Resource reporting, HR audit and HR accounting.

Unit-3

HRD, Concept system, HRD matrixes climate, elements,

Unit-4

HRD Interventions, Quality of Work life, Models

Unit-5

Career planning concept objective process Career planning and Career development, Career planning Vs Succession planning.

1

Unit

HUMAN RESOURCES PLANNING

Objective

After going through this unit you will be able to:

- define the nature and concept of Human Resource Planning,
- identify the importance and objectives of HRP,
- highlight the different types and the approaches to HRP,
- analysis and apply the HRP process in the organization.

Structure:

- 1.1 Human Resource Planning (HRP)
- 1.2 Concept of HR Planning
- 1.3 Importance of Human Resource Planning
- 1.4 Objectives of Human Resource Planning
- 1.5 Types of Human Resource Planning
- 1.6 Human Resource Planning Approaches
 - 1.6.1 Social Demand Approach
 - 1.6.2 Rate of Return Approach
 - 1.6.3 Manpower Requirements Approach
- 1.7 Human Resource Planning Process
 - 1.7.1 Demand Forecasting
 - 1.7.2 Job Analysis
 - 1.7.3 Work Study
 - 1.7.4 Supply Forecasting
 - 1.7.5 Determining the HR Gap
 - 1.7.6 Formulation of the HR Plans
 - 1.7.7 Monitoring and the Evaluation of HR Planning
- 1.8 Summary
- 1.9 Key Words
- 1.10 Self Assessment Questions

1.1 HUMAN RESOURCE PLANNING (HRP)

Before you start a journey, it is necessary to know where to go, how much time it will take to reach the place, what will be the financial cost and what will be the shortest and safest route to reach the place safely and quickly. "Before you perform you do some home work" which is planning – knowing where are you, what you are interested to achieve after the performance and how can you achieve it.

1.2 CONCEPT OF HR PLANNING

Human resource planning is the most important element in a successful human resource management system. A survey reported that 85 per cent of Chief Executives listed human resource planning as one of the most critical management undertakings of 1980s, which is still valid in this decade. But what do we mean by Human Resource Planning?

Human resource planning is the process by which the organization ensures that it has right number and right kind/type of people in right places, at the right time effectively performing organizational tasks helping achievement of organizational objectives.

In the past, human resource planning tended to be a reactive process. It was being done according to the business needs but at the eleventh hour. For example, if the organization was deciding to expand, manpower planning was being done after the expansion. Today, the changes in the business scenario and the competitive atmosphere demand to integrate business planning and human resource planning. Human resource planning is now a forward looking function which helps in assessing the human resource requirements in advance which goes along with the business schedules, market analysis and expansion/ acquisition plans. To address the human resource concerns systematically, organizations have started adopting short-term and long-term solutions. These have taken into account the rapid changes in technology and developments in the market.

The purpose of human resource planning is to assess the future supplies and demands for human resource in connection with where the organization is, where it is going and its implications on human resource. Attempts are made to match the supplies and demands, making them compatible with the achievement of organization's future needs.

1.3 IMPORTANCE OF HUMAN RESOURCE PLANNING

For achievement of organizational objectives, the major input required is human resource along with other resources. The organization which ignores this resource fails in achieving its objectives. This is because organizations are created by and composed of people which are the most valuable asset of the organization. Therefore, supply of human resource must be sufficient to ensure healthy operation of the organization and this is possible through proper Human Resource Planning.

If done properly, it helps in anticipating future business and environmental demands of an organization and to provide qualified people to satisfy those demands. The specific benefits of human resource planning are:

- (a) It helps in talent inventory, i.e., to assess the current human resource, its skills, abilities and potentials and to analyze how those are being used.
- (b) It helps in workforce forecast, i.e., to predict future human resource requirements, the number and type, and prepare people to meet the needs of the organization.

Notes

- (c) It helps in preparing the action plans for proper recruitment, selection, transfer, promotion, training and development and compensation administration to enlarge the pool of people qualified to fill up the projected vacancies.
- (d) It acts like a control device providing feedback on the overall effectiveness of human resource planning through monitoring of the degree of attainment of human resource objectives. It also helps in cost control by avoiding excess/short supply of manpower.
- (e) IT ensures continuous supply of required human resource with requisite skills during restructuring and expansion of the organization.

1.4 OBJECTIVES OF HUMAN RESOURCE PLANNING

The basic objective of human resource planning is to properly estimate the number, type and skill required by the organization for its continuous growth. Human resource planning is done by the organizations for fulfilling the following objectives:

- (1) Predicting the human resource requirements for the organization to ensure availability of right kind of people at right places in right time;
- (2) Preparing people to meet the challenges of changes in technology, environment, socio-political scenario, legislative provisions effectively;
- (3) Using the existing human resource effectively through Human Resource inventory which helps in cost control and minimizing the wastage of manpower; and
- (4) Preparing effective action plans for recruitment, selection, training and development, wage and salary administration, performance management and separation.

• Activity A

1. Write down Remember at least two objectives of HRP.

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2. Write down the importance of HRP.

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1.5 TYPES OF HUMAN RESOURCE PLANNING

There are different types of planning: Strategic, Tactical and Short-range and Long-range planning.

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(a) Strategic Human Resource Planning: The pace of change is accelerating. Strategic planning is about changing industry policies to prepare it for the future, keeping pace with the changes. It includes:

- (i) Defining the philosophy of the organization;
- (ii) Formulating statements of purpose and objectives;
- (iii) Evaluating strength and weaknesses to assess competitive position of the organization;
- (iv) Developing strategies to achieve the objectives in time with cost effectiveness; and
- (v) Developing action plans and their evaluation processes.

Strategic planning emphasizes on growth. Strategic human resource planning goes along with the strategic business planning. Through future oriented or strategic job analyses and expansion/ growth plans the manpower need is analyzed. Besides these external challenges like economic developments, political-legal-social and technological changes are analyzed and strategic plans are prepared accordingly.

(b) Tactical Human Resource Planning: This is also known as operational planning which addresses issues associated with the growth or new operations as well as with any specific problem that might adversely affect the pace of planned growth. Developing new recruitment and selection processes for attracting the best talents, rescheduling the compensation administration, redesigning the jobs with more freedom and challenges, restructuring the training and development plans, new policies for right-sizing the manpower along with redeployment and separation plans for redundant employees are the examples of tactical human resource plans.

Human resource planning should match with business plans, as it answers the questions like:

- (a) What are the implications of strategic business plans a human resource?
- (b) What internal and external problems will be faced?
- (c) What can be done in the short-run to prepare for the long-run?

Short-run Plans are the tactical plans/ action plans, prepared for managing the day-to-day and routine issues in the organization, where as **long-run plans** helps in developing continuous growth-oriented strategies.

1.6 HUMAN RESOURCE PLANNING APPROACHES

The human resource planning in general theoretically has left three options before any planner: the first option is to treat any social programme like education/ health as a consumable goods and demand for such is the public (consumer) demand for more schools/ hospitals or to provide such facilities. The second option is to view such programme as an investment and evaluate such an investment in terms of return on such. The third option is to consider the skilled manpower as basic input for production of goods or providing quality services.

- Accordingly there are three approaches for Human Resource Planning, such as :
- Social Demand Approach
 - Rate of Return Approach
 - Manpower Requirement Approach

1.6.1 Social Demand Approach

Notes

This approach relies on the assessment of the society's need for the programme. It is an aggregate of individual's demand which is not possible to calculate. Therefore, this approach depends on the assessment of trends and projection of social demand for the programme. This approach is applicable to plan for the human resource of the society in general in relation to solve a social problem.

This is a very complex system which depends on many social factors related to the programme. For example: The educational programme although decided on public (consumer) demand is influenced by contingent conditions like direct costs of education, students' grants, existing admission process and standards, etc. Therefore, this approach suffers from the difficulties associated with any futurological exercises.

1.6.2 Rate of Return Approach

Rate of return approach considers the social programme as a contributor to productivity and facilitates investment-decisions in it. The example is: investment in education contributes towards expansion of facilities and its return through direct monetary benefit (like extra life time earnings received which can be attributed to the investment).

However, rate of return approach is only indicative of relative priorities. This analysis does not take cognizance of supply and demand of skills in the labour market. Therefore, it is doubtful whether such an approach is effective in making investment decisions.

• Activity B

1. Point out different types of HRP.

2. What is Social Demand approach?

3. What is Rate of Return approach?

4. What is Man Power Requirement approach?

1.6.3 Manpower Requirements Approach

There is a definite link between manpower requirement and growth. The basic steps involved in this exercise are:

- Anticipating the directions and magnitudes of the development;
- Evolving norms for employing manpower;
- Estimating manpower requirements, etc.

Limitation of these approaches is:

- These are based on assumptions of the distant unknown future. Therefore any error in judgment will seriously affect the balance of human resource resulting in either excess supply or excess demand. Excess of any of these is very difficult to be managed.

This approach is more relevant for business organization.

1.7 HUMAN RESOURCE PLANNING PROCESS

Human resource planning is influenced by company's business planning. In spite of its unique characteristics and specific applications, it must be linked with the general business plan. The relationship between business planning and Human Resource Planning is illustrated in the figure below:

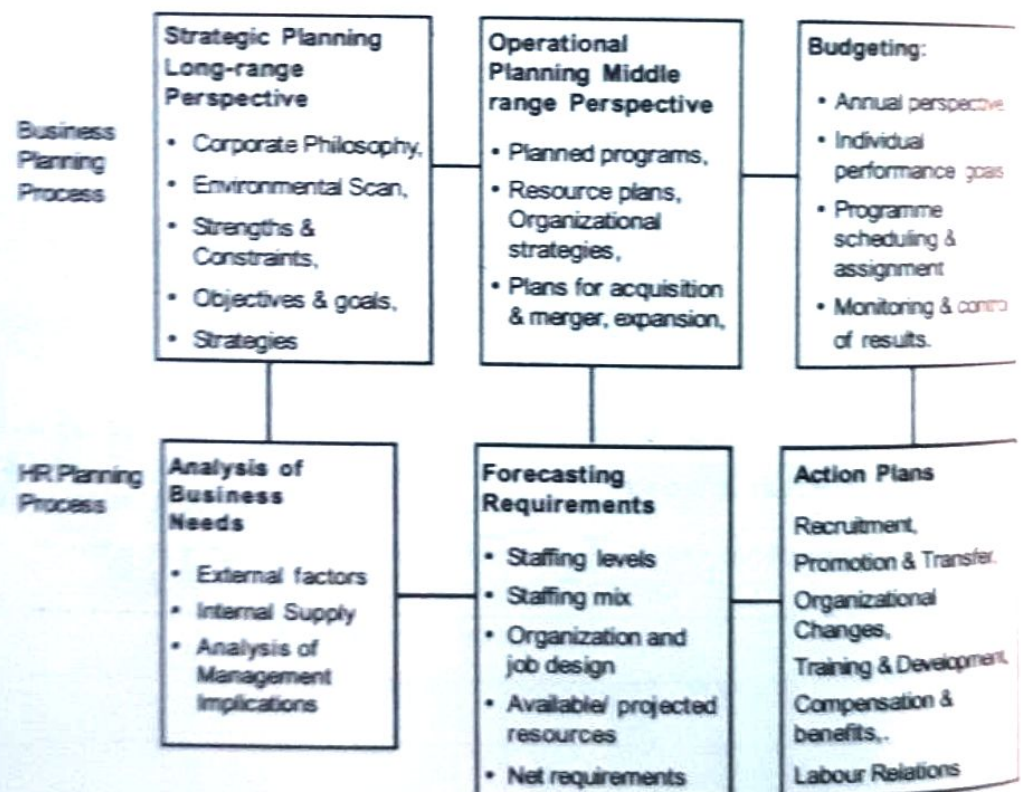


Fig. 1.1 Business Planning and Human Resource Planning.

The middle-range operational planning flows from long-range strategic planning of the organization. The short-range annual budgets mention specifically about timetables, allocation of resources and ways/ standards of implementing the other two plans.

Human resource planning looks at the issues relating to future business needs, external factors like social trends and demography and measuring the internal supply of employees in the long-run, at the business plan level.

At the operational level, human resource planning is concerned with detail forecast of employee supply and employee demand. Specific action plans are prepared basing on these forecasts. This includes all the functional areas of human resource management.

However, Human Resource Planning is influenced by several external and internal factors which is depicted in figure 1.2.

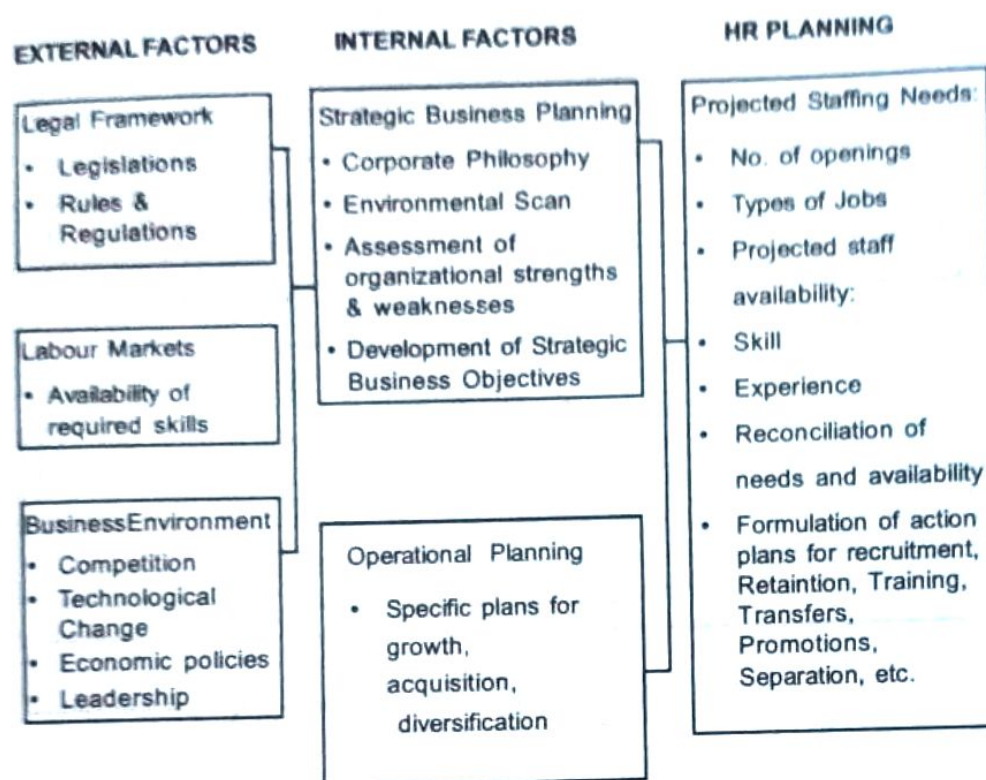


Fig. 1.2 Factors Influencing Human Resources Planning

The objectives of human resource planning are to ensure the followings:

- to obtain and retain the human resource of required quality and quantity in the organization in right time and at right place; and
- to make optimum utilization of obtained human resource for the purpose of the organization.

The human resource planning process includes the following steps:

- Demand forecasting
- Supply forecasting
- Determining the Human Resource gap
- Formulating Action Plans
- Monitoring and Review

Notes

The figure 1.3 depicts the stages of human resource planning process. The process starts from deciding on the planning horizon, i.e. about the period for which the plan will apply. There should be an integration with the corporate plan. Knowing the corporate plans and strategies the projection for demand for and supply of human resource be prepared to know about the difference between the estimates which is known as human resource gap. The gap may be bridged up through recruitment and training plan (if demand exceeds supply) or redundancy plan (if supply exceeds demand).

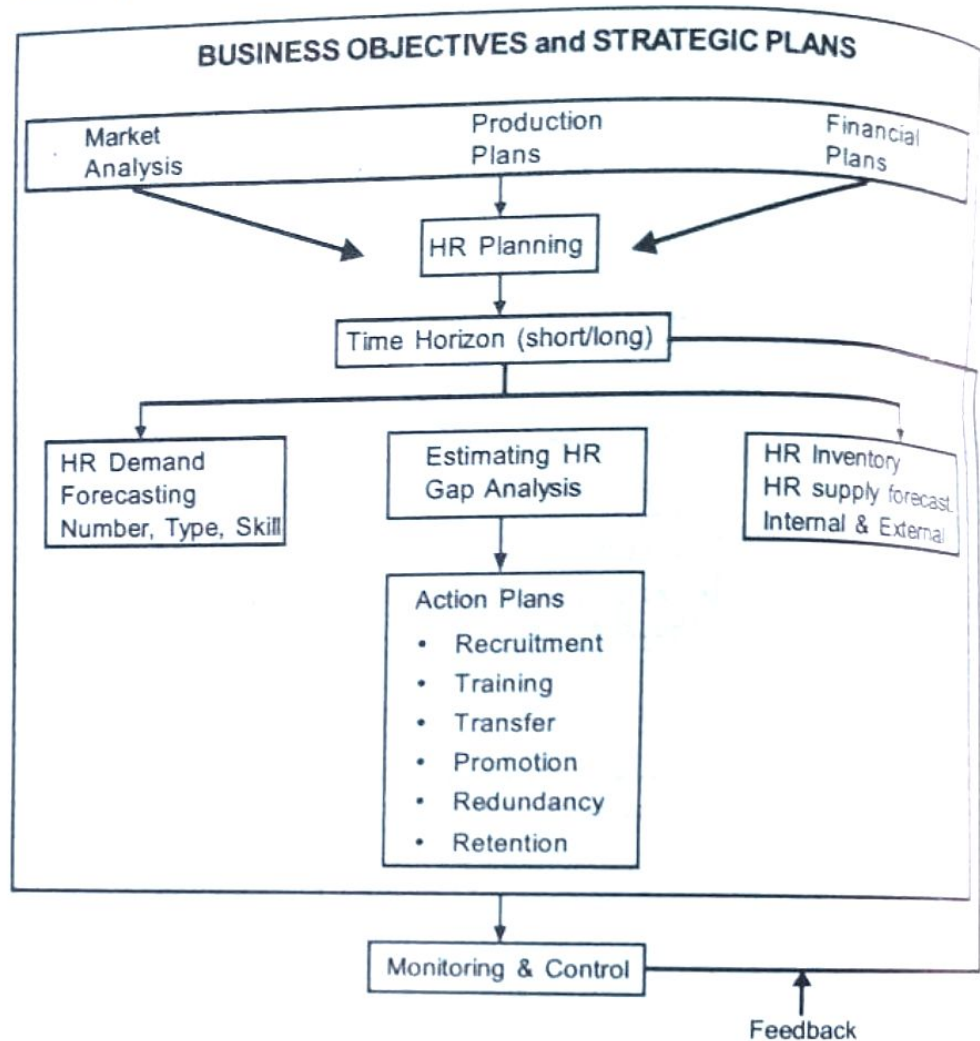


Fig. 1.3 Human Resource Planning Process

The steps in human resource planning process are interrelated and many a times seen over lapping or being done at a time.

Forecasting the Human Resource Demand: This step refers to the process of estimating the need for human resource in future in the context of corporate and functional plans. The demand for human resource at various levels is primarily due to the following factors:

External Challenges due to economic development, socio-political and technological changes and competition.

1. Economic Developments refer to the changes due to globalization, and liberalization which brought opening up of markets, capital market reforms, on-line trading, etc. along with them. This demanded for establishment and expansion of manufacturing and service industries demanding for better qualified professionally trained workers in them.

2. Socio-political and Technological Changes refer to the changes in social, political and legal environment as well as technological advancement. The legal provision demand for specific recruitment where as technological advancements need specific skills and demand for least manpower.

3. Competition is the result of open market economy which brings benefits to the customers but raises the issue of survival for the company in the market. Labour cost and skill management become two major issues due to competition.

Internal Challenges:

The human resource requirements for a given level of activities/operations vary in the same organization over a period of time or among organizations depending on the production technologies, processes, market analysis, etc. The plans refer to expected changes in production or manpower levels arising due to changes in methods and technologies. The modernization programme in Rourkela Steel Plant of SAIL influenced the HR level.

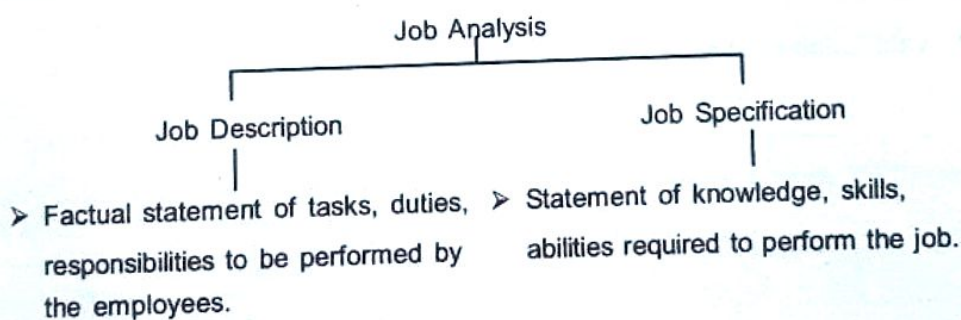
1. Organizational Decisions: HR planning takes into account the strategic plans, expansion strategies, sales and production forecasts into account. NTPC's taken over of TTPS of Orissa demanded for work force restructuring and rightsizing. Ventures into new areas demand for new skills.

2. HR Factors: Internal HR factors like separation due to retirement, resignation, termination, long absence, etc. also influence the demand forecast.

1.7.2 Job Analysis

Job Analysis is the foundation of many HR functions. Human resource inventory tells us about what employee can do where as job analysis tells us about the fundamentals of the jobs including the behaviors required to perform these jobs. The term job analysis refers to the process of obtaining information about the jobs. It is the formal study of all the aspects of jobs. It tells about the tasks to be performed and the human characteristics needed to perform such/tasks.

The written summary of task requirements is called job description and HR requirement is known as job specification. These are the two aspects of job analysis.



But there is no standard format for such description. However, this usually describes; the job title (name/title of the job), the job position (where is it), the job summary (a statement of what the job is about), the job activities (the tasks performed, materials used, machines/ equipments required, nature of supervision, etc), the working conditions (the physical environment – light, ventilation, heat, hazards, etc), and the social environment (interpersonal relationship, communication system etc.).

Job specification is the process that tells about the human attributes in the form of education (knowledge), training, experience, abilities and skills required to perform a particular job.

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Developing complete and accurate job specification helps in more objective assessment of job requirements. If this is not done perfectly that makes recruitment more expensive. Unnecessary reflections of high qualifications, training and experience help in reducing the number of applications leaving for limited choice.

However, accurate assessment should be the basis for such specification which facilitates other processes. Job Analysis information has direct impact on the effective planning and recruitment of HR in the organization.

Job Analysis Process

Job analysis should be done regularly in the organization. Earlier due to slow pace of development jobs were found to be static and were designed in the manner so that there would be no change. People were changing but jobs were remaining static. Now jobs are changing to accommodate the changes in technology, union-management agreements and the work environment.

The pace of change in technology demands for change in nature of job as well as skill and knowledge required to perform the job. For example, manual typing has been replaced by computers and administration accepting e-governance system brought new demands for changing qualifications, skill, etc. Under union-management agreements, the work conditions, nature of jobs and responsibility factors change, which demands to rewrite the summary of the job. Also, the HR available has changed its characteristics as far as qualification, skill, experience, etc. are concerned. Therefore, it is essential to consider the above changing factors while going for job analysis.

• Activity C

1. What are the external Challenges face during forecasting HR demand?

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2. What is Job analysis and discuss its process?

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3. Remember the different steps of job analysis?

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The process of job analysis involves the following steps :*Notes*

(i) **Organizational Analysis:** It is necessary to get an overall picture of jobs in the organization along with interrelationships among them and their contributions towards the organizational objectives. The organization chart and process charts give such inputs for the purpose.

(ii) **Developing Clarity on the uses of Job Analysis Information:** Job analysis information can be used for all HR functions. But, there should be clarity on how this information is going to be used.

(iii) **Selecting Jobs for Analysis:** Analysis of each individual job is a time-consuming and difficult process. It is, therefore, desirable to select job, of representative characters, for analysis.

(iv) **Collecting Data:** Data are necessarily collected on physical aspects and human attributes involved with the job. Various techniques of collection of data are discussed later.

(v) **Preparing Summary for Job Description:** The job description sheet is prepared by analyzing the collected information, highlighting the tasks, duties, responsibilities, etc. for effective performance of the job by a potential employee.

(vi) **Preparing Summary for Job Specification:** The written statement for job specification is prepared using the collected information, highlighting the human attributes like education, training, experience, aptitude, etc. required to fit to the job for performing the same.

Job analysis, done through the above process, accurately reflects the requirements of the job and help in other HR functions. The uses of job analysis are discussed later.

Methods of data collection for job analysis:

There are five common methods to collect information for job analysis:

(1) **Job Performance:** With this method, the analyst himself performs the job, under study, and gets firsthand exposure to what it demands in forms of actual task, responsibilities along with the environmental, social and physical demands.

It is applicable for the jobs that can be learned in a relatively short period of time, but this is not appropriate for jobs that involve extensive training or that are hazardous to perform.

(2) **Observation:** The analyst observes a worker or a group of workers doing a job. The analyst records all details of the job, the tasks, activities, procedures, pace of performance, etc. on a prescribed format.

This method is appropriate for jobs that involve manual, standardized and cyclic activities. Direct observation helps to have a rich and deep insight into the job to understand.

(3) **Interview:** In jobs where direct performance or observation is not possible on the part of the analyst, it is necessary to depend on interviewing workers to narrate various requirements of the job. A standard format is used to collect information from the worker or workers involved in the job. Here, questions are restricted only to job-related topics. Data collected from different workers to bring out common and critical aspects of the job.

This method helps in getting information on all standard and non-standard physical aspects of the job and the mental work involved in it. The problem in the method is more due to ambiguous questions asked and inaccurate answers given by the workers.

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(4) Critical Incident: To get information on effective and ineffective behavior of workers, they are asked to narrate several incidents experienced by them during performance of a particular job. The information regarding incidents collected from the employees are analyzed along with general job areas and a detail picture on actual job requirements is drawn.

It takes considerable time to gather, abstract and categorize the incidents. Also, the process is difficult to derive the general job behaviour.

(5) Structured Questionnaires: The questionnaires list the tasks and behavior needed for performing the jobs. These are related to what gets done and how a job is done. The ratings are done on the basis of a scoring frequency, importance, level of difficulty, relationship with other jobs and to the overall performance. The employees are asked to give ratings to various job dimensions, mentioned above. A profile of job requirements is prepared analyzing the ratings.

One of the most popular behavior-oriented questionnaires is position analysis questionnaire (PAQ) which contains 194 questions on the following aspects:

- Information inputs: Where and how the worker gets information to do his jobs;
- Mental processes: The reasoning, planning, and decision-making involved in a job;
- Work output: Physical activities as well as the tools or devices used;
- Relationship with other persons and jobs (positions)
- Job context: Both physical and social aspects involved in the job;
- Other job characteristics: Like work hours, responsibility, etc.

Each of the above items is measured being given a score on a 5 point scale according to its importance and the scale is: DNA = Does Not Apply; 1=Very minor; 2=Low; 3=Average; 4=High; 5=Extreme.

This measure is cheaper and quicker to administer than other methods. This can be administered beyond working hours. The data can be analyzed systematically by using computers which ensures more accuracy.

But this method is time-consuming and expensive to develop. This may bring confusing answers, if questions are not properly understood.

The above five methods are popularly used for job analysis. However, most popular are the observation, interview and questionnaire methods.

Uses of Job Analysis

As job analysis provides a deeper understanding of the behavioral requirements of the jobs it makes HRM functions easier. The uses of job analysis are shown in the figure below:

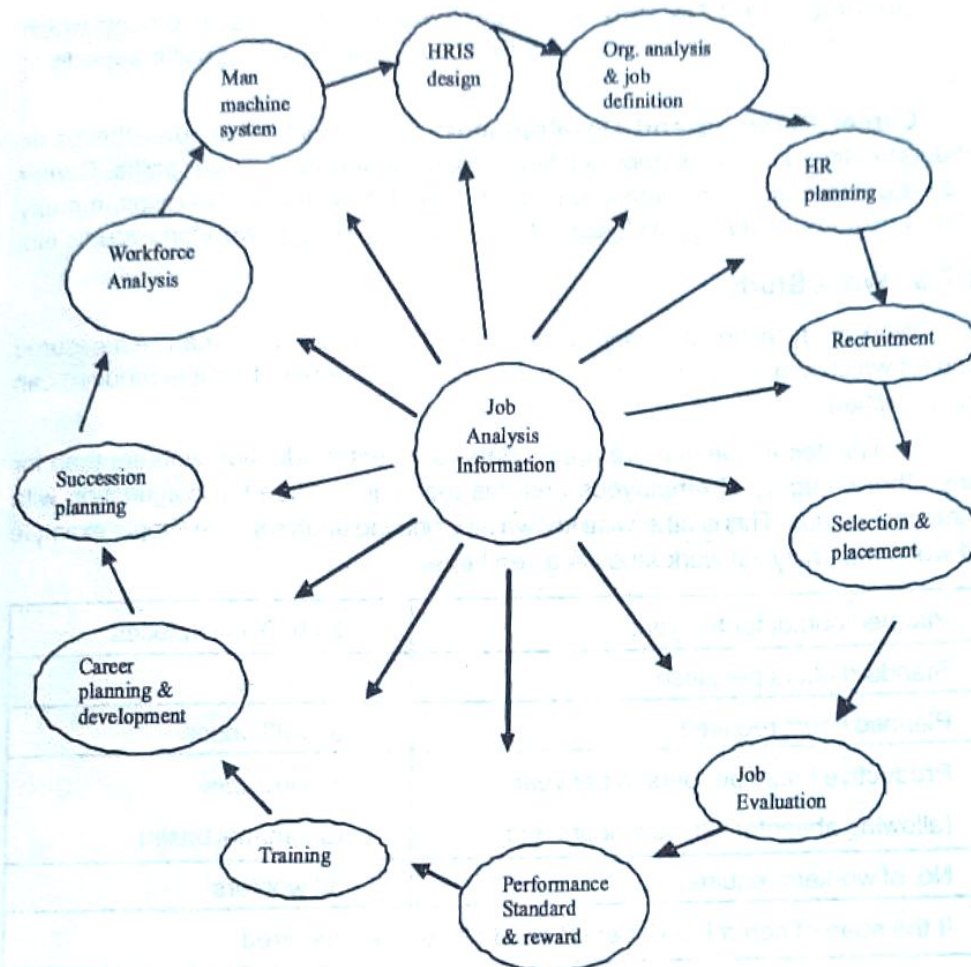


Fig. 1.4 Uses of Job Analysis

Organizational Analysis and Job Definition

Job requirement analysis helps in getting information on responsibilities and interrelationships among jobs which help in assigning authority and accountability for the jobs. Decisions regarding organizational structure, hierarchical positions, integration, etc. become easier due to these analyses.

HR Planning: Job analysis provides basic information that help in HR planning (forecasting the need for HR in terms of skills and expertise).

Recruitment: Recruiter needs a full knowledge of the job, the aspects involved in it for its smooth and effective performance.

Selection: A forecast of job performance provides the basis for selection by understanding the job expectations.

Placement: Job analysis provides a clear understanding on job requirements and ability of individuals to perform that helps in placing the right man at the right job.

Job Evaluation: Job analysis is a prerequisite for evaluating the jobs, ranking them in terms of their relative worth, which help in deciding the pay structure.

Performance Appraisal and Reward System: Job analysis gives the idea on key performance areas and key result areas against which the employee performance can be measured and employees can be rewarded.

Notes

Orientation and Training: Job analysis explains the job requirements which help in identifying training needs and the process deals with specific aspects of jobs.

Career Planning and Development: Job analysis provides the basic understanding on various opportunities involved in terms of career paths. Career planning information are obtained through this. Job analysis also helps in many other functions including job classification, safety, job design, workforce study, etc.

1.7.3 Work Study

Work study technique is appropriately used for the jobs which can be measured and for which standardized norms can be fixed and number of people required can be quantified.

This technique is more appropriate for direct production workers than for any other category of employees and this technique is used in conjunction with other techniques. This is otherwise known as workload analysis. The simple example of workload analysis/ work study is given below:

Planned output for the year	20,000 units/pieces
Standard hours per piece	1½ hours
Planned hours required	30,000 hours
Productive hours per person per year (allowing absenteeism, idle hours, etc)	1,000 hours (on annual basis)
No. of workers required	30 workers
If the span of control is 10 per office, 3 officers are required	

Fig. 1.5 Workload Analysis (Example)

There are three methods for demand forecasting which are described below:

(1) Managerial Judgment: Under this method senior experienced managers prepare guidelines for departmental managers with approval from top management. These guidelines indicate set targets and desirable changes in flow of work.

Taking cue from these, the department managers prepare forecasts with the help from personnel, or work study experts. Simultaneously personnel department prepares another forecast of the company wide demand. The two sets are compared, reconciled and reviewed by senior managers for the final forecast.

(2) Simple Statistical Methods: Most common statistical method is ratio-trend analysis. It indicates ratios between number of regular and contractual workers, the number of workers and officers, etc. Future ratios are forecast on time series exploration. Then the number of employees required for different groups/ skill levels, etc are calculated.

(3) Mathematical Models: Based on certain assumptions concerning possible changes in future, models may be developed to show how an organization looks like in term of its staffing pattern. The modeling techniques include succession analysis, probabilistic analysis and regression analysis.

In succession analysis the unit is the data concerning the individual. In probabilistic analysis the unit is the group of employees, classified according to organizational units, job categories, places, levels/ grades, etc. Here the probability of employees moving from one group to another is considered. A matrix or table of

HR flows is determined at specified intervals of future time. HR programmes and past trends provide useful data on promotions, transfers, separations, etc. to form the basis of such analysis.

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Regression analysis is used to measure relationships between one or more independent variables to explain a dependent variable. In HRP, regression analysis can be used to correlate personnel requirements with output, revenue, etc. This helps in generating alternative scenarios in personnel needs. But the relationship is not always linear and the purpose of analysis is not to present the management with quantitative forecasts.

• Activity D

1. Write down different uses of job analysis?

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2. What are the methods of demand forecasting?

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3. What is supply forecasting?

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1.7.4 Supply Forecasting

Supply forecasting is about internal and external supply of workforce/ labour to the organization. The figure below illustrates the HR flows in and out of an organization.

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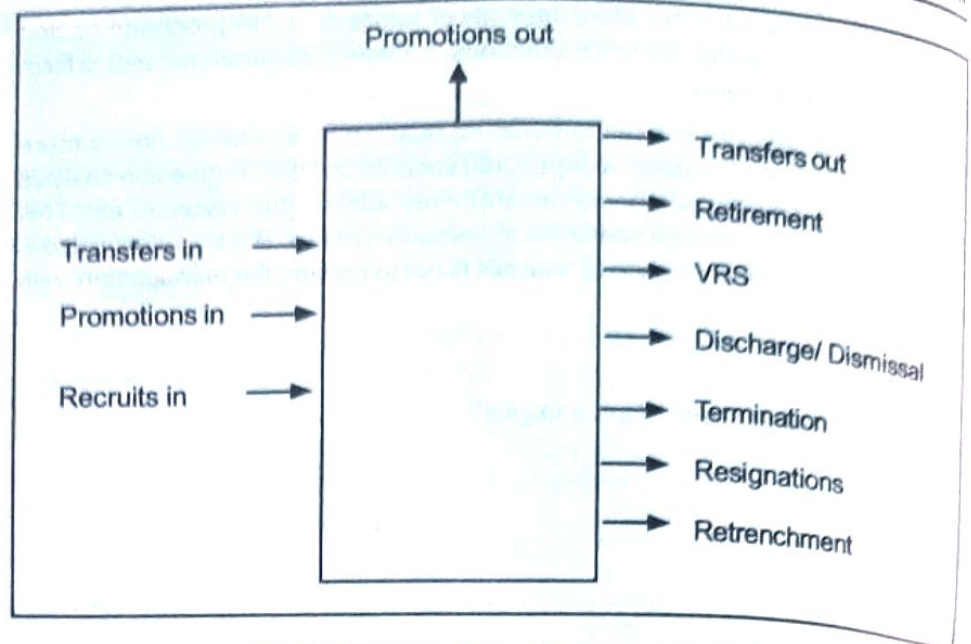


Fig. 1.6 Manpower flows in an organization

Policies relating to each of these HR aspects need to be analysed regularly to assess their possible effects on HR supplies to the organization.

Forecasting Internal Workforce Supply:

Internal supply forecasts relate to conditions inside the organization, such as the age distribution of workers, terminations, retirements and new hires in the job classes. A reasonable starting point for projecting a firm's future supply of labour is its current supply. For this, preparation of HR inventory with the help of the HR information system is essential. This provides information on the profile of the employees in terms of age, sex, education, experience, job level, performance level, etc.

Manpower need arises out of organizational growth, diversification or due to movement of employees because of promotion, transfer, separation, etc. The job profile of the vacant one can be matched with workers' profile and the need can be fulfilled.

The replacement charts or succession plans are the simplest type of internal supply forecast. These may be developed by setting a planning horizon, identifying replacement of candidates for the positions to be vacated due to above reasons, assessing the current performance and readiness for promotion, identifying career development needs, and integrating career plan of individuals with the organizational goals. The overall objective of this exercise is to ensure availability of competent talent for future or in time of emergency/ immediate needs. Frequent HR inventory may be carried out for knowing about available talents.

Forecasting External Workforce Supply:

The recruiting and hiring of new employees are regular activities into the labour market are necessary. This is particularly done when the organization does not find the talent internally from among the available manpower.

Organizations in both public and private sectors look at the projections of external labour market to prevent deficits of employees. When the firm becomes successful in anticipating its outside recruitment needs and identifying the possible

sources of supply from the labour market, recruiting the right number of people in right time becomes easier.

Several agencies regularly make projections of external labour market conditions and provide information on supply of labour to be available in general categories. Also, professional agencies have started these for other categories of HR.

Region specific causes influence the external supply forecasts. Specifically, the migration rate, educational level, technological developments, demand for specific skills, unemployment situation, government policies, industry image, etc. are the factors that influence the supply forecast.

1.7.5 Determining the HR Gap

The existing number of HR and available skill being compared with the required number and skill brings out the information on HR gap in the form of deficits or surpluses in the future. The reconciliation of demand and supply of HR helps us in knowing the number of people need to be recruited or made redundant as the case may be. This demand and supply forecast may be made for 3 to 5 years forming the basis for HR planning.

	Year				
	1	2	3	4	5
1. No. required at the beginning of the year	→ Demand				
2. Changes to requirements forecast during the year					
3. Total requirements at the end of the year (1+2)					
4. No. available at the beginning of the year	→ Supply				
5. Addition from promotion/transfers					
6. Separations (resignation, retirements/ termination)					
7. Total available at the end of the year (4+5+6)					
8. Deficit or surplus (3-7)	→ HR required				
9. Losses of those recruited during the year					
10. Additional no. needed during the year (8+9)					

Fig. 1.7 Determinations of HR Requirements

1.7.6 Formulating HR Plans

Organizations are dynamic and adopt changes whenever necessary. Because of technological, economical and social changes the plans and programmes change. These influence the HR requirements. Changes in products/ production methods, union agreements, competitive actions, strategies demand for change in HR needs. Once the needs are analysed and found out, the HR plans relating to recruitment, redeployment, redundancy, selection training, productivity, retention, etc. could be drawn up.

Recruitment plan will indicate the number and type of people required, when they are needed, special plans to recruit right people and how they are to be managed and the recruitment programme to be adopted.

Selection plan is followed by the recruitment programme and will help in finding out the best out of the available HR.

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Redeployment plan will describe the programmes for transfer or retraining of people for new jobs.

Redundancy plan will indicate who is redundant, where and when; the plans of retraining, if possible; plans for VRS, retrenchment, etc.

Training plans will decide on the number and types of training for new recruits as well as existing employees; the new courses to be developed or changes in existing courses, etc.

Productivity plans will indicate programmes for improving employee productivity with effective cost management through work simplification studies, mechanization and automation, productivity bargaining, incentive and profit sharing schemes, job redesigning, etc.

Retention plans will indicate reasons for employee turnover and methods for avoiding/ reducing the same. Necessary changes are initiated in compensation plans and policies; induction and training; changes in work processes and requirements and improving work conditions.

1.7.7 Monitoring and Evaluation of HR Planning

The purpose of monitoring and evaluation is to guide HR planning activities and making it perfect. For measuring the performances we need yardsticks. Quantitative and qualitative objectives play important roles in HR planning. Quantitative objectives make the control and evaluation process more effective, objective and precise. Qualitative process makes the system more subjective and demand forecasts will base on more "hunches" than on factual information. Therefore, HR planners need to follow :

- The assessment of plans to know to what extent they are tuned to the workforce problems and opportunities and clarify the priorities;
- Assessing the working relationships among HR specialists and the line managers;
- Assessing the integration of business plan and HR plans, and recommendation; and
- How planners perceive on the importance of HR plan.

Systematic comparison of objectives and action plans with measured performance helps in monitoring and evaluation. The important factors need to be compared are:

- Actual staff position against the forecast requirements ;
- Actual labour productivity against anticipated level;
- Actual HR flow rates against planned rates;
- Actual implementations against planned programmes;
- Labour and action programmes costs against budgetary provision; and
- Ratio of action programme benefits to action program costs.

Effective HR Planning

As observed from various studies Indian organizations are not so much efficient in HR planning due to poor HRIS and frequent changes in technological, political, social and economic cycles. But the problems can be minimized, if the following guidelines are followed:

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1. Integrated Objectives: There must be integration of HR plan and organizational objectives. The organizational culture, climate, work conditions, employee relationships, etc. must be kept in mind during HR planning.

2. Top Management Support: For introducing anything new or continuity of a programme needs top management's support which is also true in case of HR planning.

3. Employee Skills Inventory: This should be done objectively and accurately to provide proper feedback to the plan.

4. Human Resource Information System (HRIS): All relevant data must be there in HRIS to support the system with facts and figures.

5. Coordination: HR planning may be done by a separate wing in the organization to coordinate among various functional units.

When changes are obvious for the organization, the very nature of work changes demanding changes in number and types of jobs. Therefore, to reduce uncertainty and increase efficiency attention must be given on careful analysis of jobs and proper HR planning.

• Activity E

Draw a HR planning system for the organization, where you work or with which you are acquainted with.

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• Activity F

Analyse the job of a university teacher in detail.

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• Activity G

Find out the external and internal factors that influence the human resource planning.

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1.8 SUMMARY

Human resource planning is the basic HR function that contributes to areas like recruitment, selection, promotion, reward management, performance management, transfer, separation, training and development, etc.

The assessment of future manpower requirements through demand and supply forecasting, finding out the HR gaps and monitoring and controlling helps in uninterrupted performance and enhanced productivity through right kind of people available at right time with the right job.

The human resource planning, if done objectively and accurately, solves many HR problems and ensures attraction, retention, development and motivation of human HR for the organization.

1.9 KEY WORDS

Human Resource Planning
 Social Demand Approach
 Rate of Return Approach
 Manpower Requirements Approach
 Job Analysis
 Work Study
 Demand Forecasty
 Supply Forecasty

1.10 SELF ASSESSMENT QUESTIONS

1. What is HR planning?
2. How HR planning is important for an organization?
3. Describe the objectives of HR planning.
4. Describe the types of HR planning.
5. Which approach of HR planning is appropriate for a business organization?
6. Describe the process of HR planning.
7. What is job analysis ? How it is used in the organization?
8. Describe the way the HR planning becomes more objective and accurate.

2

Unit

HUMAN RESOURCE INFORMATION SYSTEM

Objective

After going through this unit you will be able:

- to define the importance and types of HRIS,
- to identify the sources and process of HRIS,
- to highlight the importance of human resource reporting, human resource audit and human resource accounting in the organization.

Structure:

- 2.1 Human Resource Information System (HRIS)
- 2.2 Importance of HRIS
- 2.3 Types of Information, Needed in HR and Related Activities
- 2.4 Process of HRIS
- 2.5 Human Resource Reporting
- 2.6 Human Resource Audit
- 2.7 Human Resource Accounting
 - 2.7.1 Why Human Resource Accounting?
 - 2.7.2 Approaches to Human Resource Accounting
- 2.8 Summary
- 2.9 Key Words
- 2.10 Self Assessment Questions

2.1 HUMAN RESOURCE INFORMATION SYSTEM (HRIS)

Human Resource Information System (HRIS) is an all-inclusive computer based information system designed to provide users the information on human resource

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for decision-making. It is the total integration of all HR records and files to provide information in time. The characteristics of HR are :

1. A common data base for HR and other subsystems in the organization, which help in reducing data duplication and storage requirements and the cost of the total system;
2. Periodic reports and special information are made available, as and when required; and
3. Up-to-date data are also available, as the data base is modified through regular monitoring and evaluation of the internal and external events.

2.2 IMPORTANCE OF HRIS

HRIS is important for an organization because it helps the same by ensuring proper storage, up gradation and availability of information for its purposes. Because of HRIS the difficulties relating to manual record systems are avoided. The shortcomings like maintenance cost, accuracy, fragmentation, misplacement, duplications and difficulty in analysis which are with the manual system are not there with HRIS. HRIS is important because of the following reasons :

1. It is Cost-effective: HRIS becomes important because it offers an option to be considered when personnel/ HR department faces pressures to provide information with a cut back on administrative overhead costs. The cost of hardware is less than appointing clerical staff for different record keeping purposes.

2. It Improves Accuracy: HRIS updates the data regularly. A good software system not only ensures storage of voluminous information but makes them edited and valid for all purposes.

3. It Avoids Duplication: Manually data were being maintained by different departments with duplication which has been avoided due to HRIS that reduces the HR and other overhead costs.

4. It makes Data Readily Available for Decision-making: HRIS makes data easily available, as and when required by the subsystems of the organization for decision-making.

5. It Helps Providing Returns: HRIS becomes helpful in providing information to government and other public agencies regularly as a routine matter and also when required, very promptly.

HRIS improves the efficiency of HR department in storing, maintaining and providing information on employees and HR activities. Basically, the system has major contribution towards HR planning and managerial decision-making. For example, the turnover analysis, appraisal analysis, potential analysis, etc. can be done very easily and quickly than any manual method.

2.3 TYPES OF INFORMATION, NEEDED IN HR AND RELATED ACTIVITIES

The information explosion and extensive use of computer is seen in organizations. Some important information used by HR professionals for different purposes are described below :

HR Planning :

For HR planning the information required are:

- (1) HR inventory;
- (2) Existing and required performance standards;
- (3) Location and matching of skills, etc.

Recruitment and Selection :

HRIS provides valid information on

- (1) Existing ability, skill
- (2) Valid measures of selection
- (3) Costs of recruitment and replacement

Development of People

- (1) Valid data on performance appraisal/ evaluation
- (2) Training and development (costs and benefits analysis)
- (3) Career and succession planning

Compensation Management

- (1) Wage and salary administration
- (2) Determining impact of money on employee motivational productivity
- (3) Analysing employee cost in terms of turnover;
- (4) Investigating the cost of separations
- (5) Investing money in voluntary separation

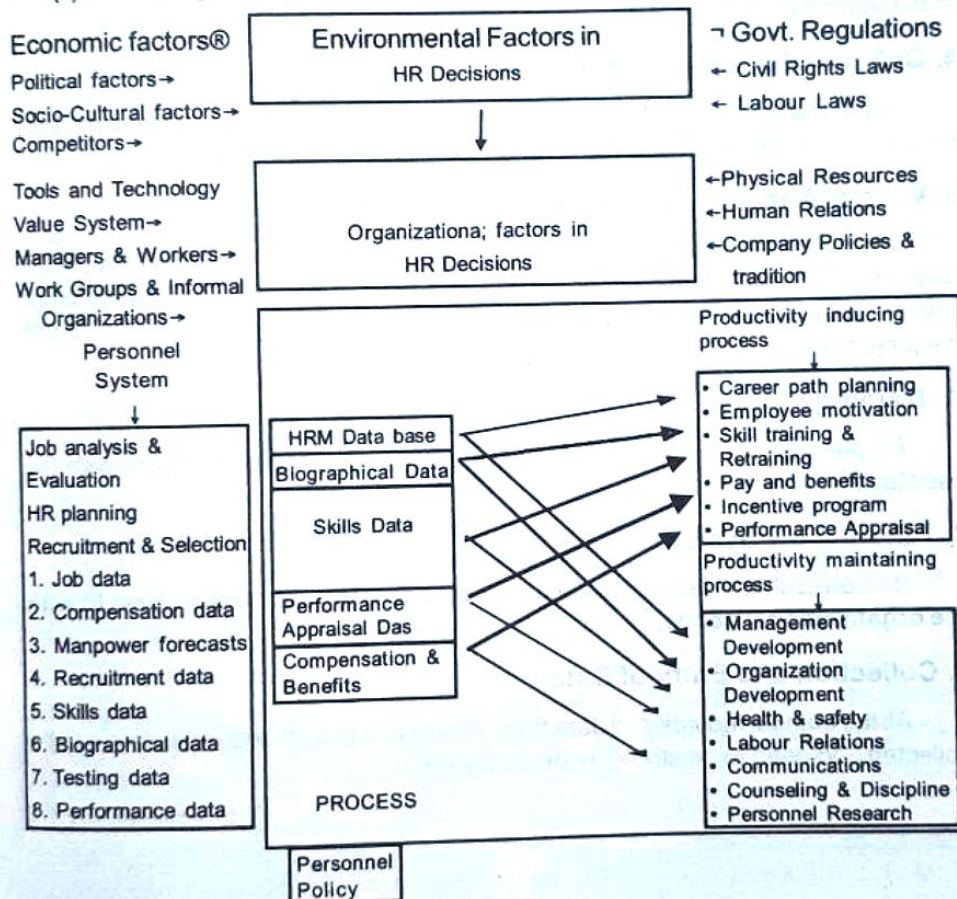


Fig. 2.1 HRIS Cycle

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All data irrespective of their nature or volume are expected to be available in the data base designed to handle various applications, as shown in the above model.

The processes – productivity inducing and productivity maintaining – are oriented towards different organizational issues. The objective of the model is to use current upto date information from the data base and other sources to utilize human resource most effectively with the least cost in time, effort and money. Computer data base can be used for all HR processes to make them more effective in the organization.

The computer based data are also used for employee information, collective bargaining, tale-raining, etc.

2.4 PROCESS OF HRIS

1. Inception of Idea :

This is the first step of HRIS where the HR manager has the objective of implementing HRIS in the Organization. In the first step it will be discussed how HRIS can assist the management in decision making process.

2. Feasibility Study :

In the second step the manager analyzes the cost benefit analysis and the accuracy of HRIS in the organization.

3. Selection of the Project Team :

The project team has to be selected by the manager. The team members must know the basic affairs of the business and should be well versed with the data base management system(DBMS).

4. Defining the Requirement :

In the fourth step detail reports are to be prepared as per the requirement of the organization to check whether it matches the organizational needs.

5. Vendor Analysis and Contract Negotiation :

After selecting the project team it has to select the vendor that will supply the hard wares and soft wares. Other negotiations are to be done regarding the price, delivery, vendor's responsibility, installation, annual maintenance and training with the project team.

6. Training :

Proper training is to be conducted for the project team members with the assistance of the vendor.

7. Tailoring the System :

It involves the necessary changes to be made in the soft ware to **best fit** with the **organizational needs**.

8. Collection and Entry of Data:

All the manual records and data from different functional departments are to be collected and need to be stored in the soft ware.

9. Testing and Starting up the System :

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This step includes testing the viability of the report and evaluating whether the report solves the purpose of the organization. The errors found during the process be shorted out before starting of the system.

10. Running in Parallel :

Just for the security the new system should run parallel with the old system till people gain confidence in its operation.

• Activity A

1. Write down at least two objectives of HRIS.

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2. Write down the different steps in the process of HRIS.

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3. What are the different sources of data to be collected during the implementation of HRIS in the organization?

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2.5 HUMAN RESOURCE REPORTING

Records and reports must be there with Human resource managers regarding the position of the workforce. Those must be updated time to time so that managers become aware of the strengths and weaknesses of the work force to prepare itself for facing every situation. Human Resource Reports also help in assessing the effectiveness of different Human Resource Programmes and action plans in the organization.

A reported document when prepared as a written document to provide well prepared information and evidence for future reference is called as record. Human Resource records provide information on functional areas like training, performance, turnover, wage and salary, absenteeism status, personal information, etc. These are preserved in computers, files, etc.

A report is a written statement which is specially prepared on a situation, a programme, a project, etc. to mention about what has happened and what is

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happening. It provides information on quantitative and qualitative aspects. It forms the basis for preparation of personnel / Human Resource records.

Objectives of Human Resource Reports

Human resource reports need to be properly developed and managed to fulfill the following objectives :

1. To keep a detail account of progress : Keeping records through proper reporting system helps the organization to assess the progress;
2. to help in comparison of the planned achievements and the real performance based progress and also comparison of achievements during different periods of time. This also helps in improving productivity and efficiency business operations;
3. To facilitate detection of errors acting as a control device;
4. To comply the legal requirements by providing information and returns as required under different legislative provisions; etc.

A Good Report is always Based on the Following Factors:

1. It must conform to organizational objectives'
2. It must be prepared on facts and figures and without any biasness;
3. It must be prepared with simple words and sentences so that the reader can understand it.
4. It should be prepared in time (within the time limits).

• Activity B

1. Remember at least two objectives of HR Reporting.

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2. What are the key points to be remembered during the preparation of the report pertaining to the HR?

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2.6 HUMAN RESOURCE AUDIT

In financial accounting audit refers to official examination of accounts where as HR audit refers to review, or evaluation of HR programmes. This is done with the objective to identify the errors/ deviations from the plan and their causes. It means examination of HR policies and programmes to determine the effectiveness of human resource management.

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From the above discussion, it is clear that HR audit includes the followings:

- Assessment and evaluation of HR policies and programmes;
- Finding out the gaps between planned objectives and performance/ progress; and
- Deciding the future course of action in terms of what should or should not be done.

2.6.1 Objectives of HR Audit

The basic purpose of HR audit is to know about the functioning of the units to meet the policies and procedures and finding out the gaps between planned objective and the performance.

The Specific Objectives of HR Audit are:

- To assess the effectiveness of various HR policies and programmes;
- To review the efficiency of HR subsystem to attract, maintain, develop and motivate the required HR;
- To analyze the functioning of HR subsystem to assist achieving the organizational objectives, knowing how various units are functioning implementing various personnel/ HR policies;
- To provide feedback on deviations from plans for continuity or modification of the plans.

When the organization has specific goals, norms or basis for comparison with other firms it can use goal oriented, normative or comparative audit system.

Compliance audit can also be used to know how and to what extent the organization is complying with the legal requirements, union agreements and with policies, principles, etc.

Benefits

Audit on a continuous basis or at regular intervals (bi-annual, annual basis)

- Helps HR department know its contribution to the organization;
- Helps in simplification and standardization of policies and procedures;
- Helps in identifying the blind spots of HR programmes and removing them improves the image of HR department;
- Helps encouraging members of HR Department to accept more responsibility with better professionalism;
- Helps in rationalization of HR policies and practices;
- Ensures timely compliance with legal requirements and other contractual provisions :

HR audit should focus on study and analysis of each functional area of HR department. This includes the areas like planning, staffing, training and development, motivation, performance management, etc.

There is no specific approach to HR audit. But the effectiveness improves if the following questions are answered:

1. Which functional areas are to be covered? This depends on the thrust areas and problem areas. However, regular auditing improves effectiveness.

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2. Audit to be done on who's prospective? It is to be decided whether the audit is to be done from employer, employee or union, or customers or public prospective.
3. What would be the level of analysis? whether unit level, group level, functional level or overall analysis of organization to be done should be decided.
4. When it will be done? What would be the frequency? Sometimes long time gap may not be helpful to identify short-term needs.
5. Which data are required? Whether only facts are needed or opinion to be collected? To make audit more people centric perceptual information along with facts and figures become effective.

2.6.2 HR Audit Process

HR Audit is based on deeper study and analysis of HR policies, programmes, philosophy and practices, comparing them with the standards and the HR records and reports. This process includes both factual information (recorded data) and perceptual information (opinion survey). The steps are :

1. Identification of indices and indicators;
2. Examining variations during the period comparing the progress during previous corresponding period;
3. Comparing variations and finding out reasons of such variations; and
4. Preparing the final report and submitting the same to the top management for necessary action.

This audit can be done by any internal or external agency. HR audit is a cumbersome process, as no fixed rule is there on how to do it. Therefore, most of the times it becomes only a fault-finding in stead of fact-finding process.

Surver Feedback

Survey feedback is a part of HR research. It is investigation and analysis of any aspects of HR management in a systematic way.

Objectives of Such Research/ survey:

1. To measure current situation in HRM
2. To measure the effectiveness of current policies and programs
3. To suggest ways for improving the effectiveness
4. To suggest revision of existing policies, it required.

Method

The method is based on opinion survey of employees, where they are given opportunity to voice their opinions about specific HR function, i.e., effective HRD climate, employee empowerment, performance appraisal, working environment, etc.

The following example clarifies the survey feedback system and its effective use in organizations.

We know, for proper HRD and operational level "Development climate" is required. Such a climate is characterized by:

- A tendency at all levels, especially at the top level of organization to treat people as the most important resource;

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- Managers to believe that developing competency of employees is their responsibilities;
- Faith on employees that they can improve their abilities at any stage;
- Open, communication;
- Encouraging risk-taking;
- To help employees to know their strengths and weaknesses;
- A general climate of trust
- Team spirit
- Supportive personnel policies
- Development-oriented appraisals, training, rewards, job-rotations, career planning programmes.

To study collecting information from employees through structured questionnaire is HRD climate survey.

Administration of Survey

A questionnaire, prepared on 5 points scale bearing different items broadly on the points mentioned above, is administered among employees. Let us say that if 20 questions are there, the score will range from 80 to 0. T.V.Rao, the father of HRD movement in India proposed a 38 item questionnaire. He mentioned that companies getting score closer or above 150 have excellent HRD climate, scores above 114 indicates good climate and score below 76 indicates that there is scope for improvement.

Model Questionnaire with Statements:

Please give your assessment on the HRD climate in your organization by rating your organization in each statement using the following 5 point scale :
4=Almost always true, 3=Mostly true, 2=Sometimes true, 1=Rarely true and 0=Not at all true.

1. The top management comes with policies and programmes to make employees enjoy their work.
2. The top management believes that employees are important resource in the organization.
3. Development of subordinates is considered as important part of the job of managers.
4. managers take active interest with subordinates ensuring them learn their jobs.
5. People are helpful to each other.
6. Seniors help juniors to prepare them for future responsibilities.
7. Performance appraisal is based on objective assessment not on favouritism.
8. Employees are given freedom to experiment with new methods and try out creative ideas.
9. Weaknesses of employees are communicated with a non-threatening way.
10. Team spirit is of high order in the organization.
11. People trust each other in the organization.
12. Employees are afraid of expressing their feelings with the superiors.

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13. Organization's future plans are made known to the employees.
14. Job rotation facilitates employee development.
15. Career opportunities are pointed out by seniors to juniors.

The employees opinion collected through a detailed questionnaire is analysed systematically to know about HRD climate of an organization. Similar survey feedbacks also help the organization to know about the effectiveness of other HR programmes.

2.7 HUMAN RESOURCE ACCOUNTING

For any organization, human resources are the most outstanding asset. But this asset is not reflected in company balance sheets. This is believed that this asset unlike other physical resources, are not being owned, retained or utilized at the pleasure of management/ organization. Also, it is argued that it should not be equated with machines. It was, therefore, not being considered for accounting. During the last few decades efforts have been made to measure valuation of human assets in financial terms.

Human resource accounting may be referred to as a process of identifying, measuring and communicating information about human resource in financial terms to assist in human resource planning and controlling human resource costs.

2.7.1 Why Human Resource Accounting?

Human Resource Accounting is needed for the following reasons :

1. Human Resource Management is no more based on philosophy, emotions or beliefs. Organizations invest money and time to improve quality of human resource. This involves performance management, training and development, motivation, counseling and many other financial benefits. These must be cost effective. Cost consciousness in human resource management demands for human resource accounting.
2. Procedures have now been developed to value the jobs systematically and compare the cost involvement and performance of employees.
3. Whether human resource of the organization is appreciating or depreciating over a period of time needs to be analyzed.
4. Cost of hiring, maintaining, developing and motivating human resource is important for making the organization cost-effective.
5. Human resource accounting provides information for deciding on further allocation of Funds for investment on human resource.

2.7.2 Approaches to Human Resource Accounting

Several approaches for valuation of human resource have been developed. Broadly, they are: monetary and non-monetary measures.

Monetary Measures: These measures focus on value of human resource in economic terms. These include:

(a) Historical Cost of Acquisition : The cost of the employee is calculated on the basis of expenditure incurred for recruitment, selection, training and development, etc. The one-time investment on recruitment, selection, induction, etc. is amortized over the expected tenure of the employee whereas the temporary and frequent investments on training and development are amortized over a short period.

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(b) Replacement Costs : This speaks about the cost of replacing an existing employee which includes the cost of recruitment, induction, training and development, opportunity cost in the gestation period till the employee reaches the level of productivity of the replaced employee. This also includes the differential costs in wage and salary.

(c) Opportunity Costs : When the employee possesses the skill not common but extraordinary and that is needed by the organization there will be a bid (offers) to be offered by the organization reflecting the price of payment to be made to the employee. This bid price is determined based on actual or assumed rate for capitalization of differential earnings.

(d) Economic Value : Expected future earnings of the employee and the expected productivity are taken into account to calculate the future contributions of the employee. This contribution is discounted with a suitable discounting rate to arrive at the present economic value of the employee to the organization.

(e) Discounted present value of future wages and salaries: Employees are categorized and grouped under age, skill, experience, nature of job, responsibilities, skill/ unskilled, technical/ non-technical, etc. The present value of future earnings of employees till retirement is taken as the value of human resource.

Although the earnings increase in a geometric progression the present value is determined by discounting the future earnings in a suitable rate

Non-Monetary Measures: Behavioral scientists suggested a model for measuring changes in the effectiveness of individuals, groups and the organization. Rensis Likert proposed three sets of variables – causal, intermediate and output- as useful for determining effectiveness over a period of time.

It is a fact that contributory factors (causal variables) like leadership style, commitment to objectives, motivation and morale, etc. affect the output variables like production, sales, profit, etc. Therefore, non-monetary measures need to be measured.

The non-monetary measure used in Human Resource

Accounting are :

- (a) Expected realizable value, based on skill, ability, attitudes, etc.
- (b) Discounted net present value of future earnings;
- (c) Value of employees based on attitude scores in respect of knowledge, skill, etc. and the annual learnings.

• Activity C

1. Remember at least two objectives of HR accounting.

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2. Point out the different approaches of HR accounting.

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3. Think the different non-monetary measured in HR accounting.

Evaluation of different Approaches

As we discussed above the costs may be historical, replacement or opportunity costs. From among these, historical costs can be calculated easily where as the other two are difficult to calculate, as they are dynamic in nature.

Also, the prevailing approach relating to cost and value has its own limitations. This is because, most measures use employee earnings which have hardly any bearing on the individual's worth/ value to the organization.

Assignment of economic value to the behavioral aspects is also very difficult a process. Since the measurement processes are difficult, this is not quite feasible a process.

Most of these processes suffer from problems in classification, aggregation, statistical estimation and inference and interpretation of results.

However, large manufacturing companies like ACC, BHEL, ONGC and NTPC have began to take interest in extending financial reporting system to human resources in India.

• Activity D

Observer the HRIS system of your organization or of any organization you are acquainted with to know about its use and effectiveness.

• Activity E

Observer how HR auditing and accounting are different from financial auditing in an organization.

2.8 SUMMARY

Human resource information system is very important for every organization, not only because of collection, implication or storage but due to easy availability for organizational process. This is a cost effective and systematic process to manage all the information on human resource.

Human resource reporting is also essential function to assess the effectiveness of programmes relating to HR. Reporting on specific issues and situations help in HR planning and purifying HR subsystem in the organization.

Human resource audit acts as the review programme to see the HR activities compiling the organization objectives. This is a check and balance system to examine HR functions being performed as planned.

The process of valuation of human assets in the organizations has been initiated through human resource accounting. The process helps in human resource planning and controlling the human resource costs in the organizations. This process is yet to take momentum in Indian organizations.

2.9 KEY WORDS

Human Resource Information System
Human Resource Accounting
Human Resource Reporting
Human Resource Auditing
Survey Feedback
HR Historical Cost of acquisition
HR Replacement Cost

2.10 SELF ASSESSMENT QUESTIONS

1. What is HRIS? How it is useful for an organization?
2. Describe the HRIS process in an organization?
3. Highlight on any type of data found in the HRIS?
4. What is HR reporting? Describe its use in the organization?
5. "HR audit is different from financial audit and it is effective when done objectively by organization." Elaborate.
6. Describe HR accounting system and its uses in the organization?

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