

## 1: Manpower Planning and Development Process | [www.enganchecubano.com](http://www.enganchecubano.com)

*Manpower planning is the process of estimating the optimum number of people required for completing a project, task or a goal within time. Manpower planning includes parameters like number of personnel, different types of skills, time period etc.*

The study explores the concept of manpower planning and the rationale for its advocacy in organizations to include: Furthermore, some challenges such as lack of sensitivity to problems, complexity of the organization, rapid changes, and ineffective communication, among others were identified to inhibiting effective manpower planning in organizations. It is believed that the advent and unprecedented growth of social media, if properly explored, it will enhance communication and make vital information available for effective manpower planning in organizations. The study reviews some empirical studies on the subject matter and concludes that organization should ensure that it has the right number of people, at the right place, at the right time doing things rightly by adopting the appropriate models for carrying out its manpower planning. Effective Communication, Manpower Planning, Organizations. One of the major problems confronting management in any organization is identifying and adopting the most effective way of matching these humans people with jobs. Organization which is a systematic arrangement of people brought together to accomplish some specific purpose requires effective planning especially for manpower to actualize the corporate goals and objectives. It would be difficult to know the number of personnel required for recruitment, to be reassigned, due for retirement, or that need to be retrained for better utilization without effective manpower planning. Effective manpower planning reduces excessive recruitment, transfer and thereby saves management cost and time Nwachukwu, It helps to facilitate the development of industry designed to maintain relative balance for the various occupations in the labour markets. With effective human resource planning, organization can be assured of the availability of the right kind of people, in the right number, in the right place, and at the right time Igbinomwanhia, If organization fails to place capable and competent human resources in the right areas of the business, at right time and right cost, serious inefficiencies are likely to occur creating avoidable operational difficulties or even business failure. In line with the above discussions, the focus of this paper is to critically examine fundamental issues that relate to manpower planning in organizations. It is the managerial, scientific, engineering, technical, craftsmen and other skills which are employed in creating, designing, developing, managing and operating productive and service enterprises and economic institutions Yesufu, Agabi and Ogah posit that manpower is the bulk of labour available for any particular kind of work. According to Unugbro , p. Agabi and Ogah define planning as a managerial process directed at the optimal utilization of time and resources in the attainment of clearly identified goals. From the above 50 Journal of Management and Corporate Governance Volume 6, Number 1, analysis, planning can be described as a profitable activity directed at the management of human and other essential resources with the aim of achieving an identified set of goals and objectives. Manpower planning has been defined variously by different authors. It can be adduced from the above discussion that the essence of manpower planning is to ensure regular and adequate supply and maintenance of relevant human resources in all sectors of the economy, at all times by ensuring that organization guarantees the availability of the right kind of people, in the right number, in the right place, and at the right time. The need for manpower planning is succinctly expressed in the following excerpt from Psacharopoulos , p. Skilled manpower is one of the most crucial inputs of modern economic growth and to avoid critical shortages or surpluses of manpower. Planners or decision makers have sought to identify future requirements for skilled manpower and to design the education system so as to produce a labour force with the necessary skill and technical or professional knowledge. Planning is needful because it leads to a more effective and efficient use of human resources. It results in more satisfied and better developed employees because such employees have a better chance to participate in planning their own careers and to share in training and development experiences which often leads to greater employee satisfaction Igbinomwanhia, Dharamvirsinh and Prashant and Igbinomwanhia identified the following benefits that organizations stand to gain by engaging in manpower planning: Furthermore, the

organization is better able to attract and retain the number of people required with the appropriate skills, expertise and competences; top management has a better view of the human resources dimensions of business decisions; and better planning of assignments to develop managers can be done. In a case of university, the core objective would be to produce graduates that are worthy in learning and character. In pursuing this objective, Figure 1 below shows that the demand for personnel whether at short-term, medium-term or long-term requirements is imperative. At short-term periods of up to months, there will be clearly-defined requirements for specific skills or positions which need to be filled in the context of existing plans. It also has medium-term months and long-term 18 months to 5 years aspects, in line with the market and financial targets of the corporate plan Cole, Proper assessment of personnel supply will serve as a basis for developing operational plans for meeting such gaps by planning for some vital manpower planning activities such as: Finally, there is need for effective review activities. Review activities are important for generating feedback information. This information tells the organization not only how well it is achieving its manpower plans, but also points the way to necessary changes that must be made at one or more points in a cycle. Manpower Planning Cycle Source: Management Theory and Practice 6th Edition. Manpower planning which can be seen as a conscious and rational decision making process geared towards defining the various courses of action that need to be carried out within an organization especially educational institution sometimes fail completely or do not reach their full potential mainly because the programme is not implemented in the way for which it was designed Adiele, ; ABAHE, n. According to them, some of the reasons for these failures are discussed below: This problem is the oldest and most common in personnel administration. Moreso, communication channels as recommended by Okhakhu and Adekunle should be appropriate and provide for feedback. This will help a great deal in having all-encompassing and workable manpower plans for the organizations. With the advent and unprecedented growth of social media, different platforms such as facebook, blog, google, LinkedIn, my space, podcast, twitter, YouTube and yahoo, among others can be explored for effective communication among various stakeholders in organizations. The Lack of Sensitivity to Problems and Solutions: The major obstacle to the implementation of effective manpower planning is caused by the general apathy of line managers. Management still seems to be particularly concerned about financial and material resources and has a tendency to neglect the critical factor of human resources. Over the past few decades, productivity has increased as a result of improved technology, but any further improvement will depend, to a very great extent, upon improved manpower utilization Adiele, In this respect, management is required to show a greater respect to the role of manpower in pursuing and achieving organizational goals and objectives. Short Term Profit Goals: This represents the traditional view that costs of personnel are overhead costs and not direct costs. It is essential that management review this problem and weigh the benefits against the costs. It is possible that this lack of concern over manpower planning could be attributed to lack of information. If information is not forthcoming, then manpower planning is a futile exercise. It is therefore imperative that organizations acquire requisite information that will keep them relevant and up-to-date in their various activities. The lack of information can lead directly to the absence of criteria against which to measure performance. It is not an easy task to measure human performance without the use of adequate quantitative data. It is easy to measure the depreciation of material goods, but human beings tend to appreciate with the passing of time, and this appreciation quality has never been measured. The tendency of management is to measure human beings, only in terms of their cost to the organization. Management should become aware of the fact that the evaluation of performance is long, complex, uncertain and abstract, and it is necessary that they continue their planning with the use of objective criteria. Complexity of the Organization: Many organizations have increased tremendously in recent years and some appear to have difficulty in determining the exact size of the workforce. They appear to be incapable of updating the retrievable information which is essential to manpower planning. Because of the increasing complexity of organizations, it is becoming more essential to keep a track on the movements of employees, as well as all the personal details which 54 Journal of Management and Corporate Governance Volume 6, Number 1, may be of use in planning. This is where the personnel manager and his staff must exercise a keen supervision. The rate of technological change causes difficulties in manpower planning. This is because, at times, it is difficult to keep up with the technical

development. There is always resistance to change within an organization, but somehow this resistance must be overcome if manpower is to be utilized effectively. One possible method of overcoming this resistance to change on part of the existing staff is to introduce new employees, with new ideas from outside of the organization. Omodia in examining manpower development in Nigeria observes that manpower development as a concept and method should be able to take its rightful place as a tool for development in Nigeria through the recognition of the fact that it is the most active and indispensable in the process of production even in the global age of the 21st century. The study finally reveals that staff shortages, dearth of statistical data, inconsistent government policies on HRP activities, as well as inadequate funding were the major problems that challenged effective HRP in Nigeria. The study also reveals that the poor reward system for workers in the country serves as disincentive to work and development. Also, Ibojo observed that in planning the manpower for an organization, the financial strength of the organization must be considered; implementation of policy on manpower planning must be free and fair; and government policy and organizational objectives must be considered before, during and after planning. However, few of them were recalled, sometimes on compassionate ground. Ekhosuehi in his paper on career patterns of academic staff in the Faculty of Physical Sciences in the University of Benin using Markov chain to examine the expected time spent at each grade of the academic structure concluded that if the current [as at the time the study was done] trend is allowed to continue, career patterns would favour fresh graduates with a minimum of second class honours upper division who are employed into the Department of Mathematics or Physics. The study further asserted that career patterns are favourable to applicants to Department of Geology who already have Ph. D with cognate teaching and research experience. The major accomplishment of the study according to the author is the estimation of expected waiting time for each grade in every department in the faculty and the use of the results as a yardstick to inform prospective applicants. Conclusively, the study of Trong and Davis on employee absenteeism and group performance confirms that the Markov chain model gives a reasonable approximation in modeling the relationship between staffing level and organizational performance in the case where workers may be on leave from the workplace. The proposed model provides a useful tool for managers in measuring the relationship between staffing level and performance of workers in a group, the probability of a group in carrying out work, the availability of workers, and the group utilization. The model can be used in setting up the workforce size of a newly formed group when the arrival rate of work, the processing rate of workers, and the average time of being on leave by workers are estimated. The main purpose of manpower planning is to ensure that organization has the right number of people, at the right place, at the right time doing things for which they are economically most useful. Also, this is in line with Dharamvirsinh, et al. It is imperative to know that without effective manpower planning, it would be difficult to know the number of personnel required for recruitment, transfer or retraining for better performance. The need for effective manpower planning cannot be over-emphasized as it helps to identify shortage and surpluses of personnel and thereby help to take quick action wherever required as well as optimally utilized the available human resources to increase the growth of the organization. Finally, this paper identifies and proffers workable solutions to some challenges inhibiting effective manpower planning in organizations.

Problems of Manpower Planning. Succession Planning and Organizational Succession: Serbian Journal of Management, 6 2 Contemporary Issues in Education. Education and Human Resource Planning in Nigeria: International Journal of Scientific Research in Education, 3 3 , The Structure of the Nigerian economy Management Theory and Practice 3rd Edition. Approaches and Techniques in Manpower Planning. Global Research Analysis, 2 7 , Ife Journal of Science, 15 1 , Economic of Human Resource Development. Emiham Printing and Publishing Co. Public Personnel Management, 33 4 ,

## 2: Manpower Planning: Meaning, Factors, Objectives and Principles

*Manpower Planning consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization.*

**Meaning and Concept of Planning** In simple words, planning is deciding in advance what is to be done, when where, how and by whom it is to be done. Planning bridges the gap from where we are to where we want to go. It includes the selection of objectives, policies, procedures and programmes from among alternatives. A plan is a predetermined course of action to achieve a specified goal. It is an intellectual process characterized by thinking before doing. It is an attempt on the part of manager to anticipate the future in order to achieve better performance. Planning is the primary function of management.

**Definitions of Planning** Different authors have given different definitions of planning from time to time. The main definitions of planning are as follows: When a manager plans, he projects a course of action for further attempting to achieve a consistent co-ordinate structure of operations aimed at the desired results. According to Billy E. Planning is an Intellectual Process Planning is an intellectual process of thinking in advance. It is a process of deciding the future on the series of events to follow. Planning is a process where a number of steps are to be taken to decide the future course of action. Managers or executives have to consider various courses of action, achieve the desired goals, go in details of the pros and cons of every course of action and then finally decide what course of action may suit them best.

**Planning Contributes to the Objectives** Planning contributes positively in attaining the objectives of the business enterprise. Since plans are there from the very first stage of operation, the management is able to handle every problem successfully. Plan try to set everything right. A purposeful, sound and effective planning process knows how and when to tackle a problem. This leads to success. Objectives thus are easily achieved.

**Planning is a Primary Function of Management** Planning precedes other functions in the management process. Certainly, setting of goals to be achieved and lines of action to be followed precedes the organization, direction, supervision and control. No doubt, planning precedes other functions of management. It is primary requisite before other managerial functions step in. But all functions are inter-connected. It is mixed in all managerial functions but there too it gets precedence. It thus gets primary everywhere. A continuous Process Planning is a continuous process and a never ending activity of a manager in an enterprise based upon some assumptions which may or may not come true in the future. Therefore, the manager has to go on modifying revising and adjusting plans in the light of changing circumstances. According to George R. It involves continuous collection, evaluation and selection of data, and scientific investigation and analysis of the possible alternative courses of action and the selection of the best alternative.

**Planning Pervades Managerial Activities** From primary of planning follows pervasiveness of planning. It is the function of every managerial personnel. The character, nature and scope of planning may change fro personnel to personnel but the planning as an action remains intact. Action is required, the enterprise must operate managerial planning seeks to achieve a consistent, coordinated structure of operations focused on desired trends. Without plans, action must become merely activity producing nothing but chaos. Without planning, organisation, are subject to the winds of organizational change. Planning is one of the most important and crucial functions of management.

**Reduction of Uncertainty** Future is always full of uncertainties. A business organisation has to function in these uncertainties. It can operate successfully if it is able to predict the uncertainties. Some of the uncertainties can be predicted by undertaking systematic. Some of the uncertainties can be predicted by undertaking systematic forecasting. Thus, planning helps in foreseeing uncertainties which may be caused by changes in technology, fashion and taste of people, government rules and regulations, etc.

**Better Utilization of Resources** An important advantage of planning is that it makes effective and proper utilization of enterprise resources. It identifies all such available resources and makes optimum use of these resources.

**Increases Organizational Effectiveness** Planning ensures organizational effectiveness. Effectiveness ensures that the organisation is in a position to achieve its objective due to increased efficiency of the organisation.

**Reduces the Cost of Performance** Planning assists in reducing the cost of performance. It includes the selection of only one course of action amongst the different courses of action

that would yield the best results at minimum cost. It removes hesitancy, avoids crises and chaos, eliminates false steps and protects against improper deviations. Concentration on Objectives It is a basic characteristic of planning that it is related to the organizational objectives. All the operations are planned to achieve the organizational objectives. Planning facilitates the achievement of objectives by focusing attention on them. It requires the clear definition of objectives so that most appropriate alternative courses of action are chosen. Helps in Co-ordination Good plans unify the interdepartmental activity and clearly lay down the area of freedom in the development of various sub-plans. Various departments work in accordance with the overall plans of the organisation. Thus, there is harmony in the organisation, and duplication of efforts and conflict of jurisdiction are avoided. Makes Control Effective Planning and control are inseparable in the sense that unplanned action cannot be controlled because control involves keeping activities on the predetermined course by rectifying deviations from plans. Planning helps control by furnishing standards of performance. It creates a forward-looking attitude among the managers. Increase in Competitive Strength Effective planning gives a competitive edge to the enterprise over other enterprises that do not have planning or have ineffective planning. This is because planning may involve expansion of capacity, changes in work methods, changes in quality, anticipation of tastes and fashions of people and technological changes etc. Delegation is Facilitated A good plan always facilitates delegation of authority in a better way to subordinates. Steps involved in Planning Planning is a process which embraces a number of steps to be taken. Planning is an intellectual exercise and a conscious determination of courses of action. Therefore, it requires courses of action. The planning process is valid for one organisation and for one plan, may not be valid for other organizations or for all types of plans, because various factors that go into planning process may differ from organisation to organisation or from plan to plan. For example, planning process for a large organisation may not be the same for a small organisation. However, the major steps involved in the planning process of a major organisation or enterprise are as follows: Establishing objectives The first and primary step in planning process is the establishment of planning objectives or goals. Definite objectives, in fact, speak categorically about what is to be done, where to place the initial emphasis and the things to be accomplished by the network of policies, procedures, budgets and programmes, the lack of which would invariably result in either faulty or ineffective planning. It needs mentioning in this connection that objectives must be understandable and rational to make planning effective. Because the major objective, in all enterprise, needs to be translated into derivative objective, accomplishment of enterprise objective needs a concrete endeavor of all the departments. Establishment of Planning Premises Planning premises are assumptions about the future understanding of the expected situations. These are the conditions under which planning activities are to be undertaken. These premises may be internal or external. Internal premises are internal variables that affect the planning. These include organizational policies, various resources and the ability of the organisation to withstand the environmental pressure. Both internal factors should be considered in formulating plans. At the top level mainly external premises are considered. As one moves downward, internal premises gain importance. Determining Alternative Courses The next logical step in planning is to determine and evaluate alternative courses of action. It may be mentioned that there can hardly be any occasion when there are no alternatives. And it is most likely that alternatives properly assessed may prove worthy and meaningful. As a matter of fact, it is imperative that alternative courses of action must be developed before deciding upon the exact plan. Evaluation of Alternatives Having sought out the available alternatives along with their strong and weak points, planners are required to evaluate the alternatives giving due weight-age to various factors involved, for one alternative may appear to be most profitable involving heavy cash outlay whereas the other less profitable but involve least risk. Evidently, evaluation of alternative is a must to arrive at a decision. Otherwise, it would be difficult to choose the best course of action in the perspective of company needs and resources as well as objectives laid down. Selecting a Course of Action The fifth step in planning is selecting a course of action from among alternatives. In fact, it is the point of decision-making-deciding upon the plan to be adopted for accomplishing the enterprise objectives. Formulating Derivative Plans To make any planning process complete the final step is to formulate derivative plans to give effect to and support the basic plan. For example, if Indian Airlines decide to run Jumbo Jets between Delhi and Patna, obviously, a number of derivative plans have to be framed to support the decision, e.

In other words, plans do not accomplish themselves. They require to be broken down into supporting plans. Each manager and department of the organisation is to contribute to the accomplishment of the master plan on the basis of the derivative plans. Establishing Sequence of Activities Timing an sequence of activities are determined after formulating basic and derivative plans, so that plans may be put into action. Timing is an essential consideration in planning.

## 3: Human Resource Planning (HRP)

*Manpower Planning Concept for PowerPoint has slides which can improve ordinary performance evaluation reports. The template uses fully customizable PowerPoint Shapes to highlight important facts in a visually appealing fashion.*

Planning of productions helps organizations to understand the situation at the Gemba better. Effective planning facilitates to book the entire capacity and also assists in committing accurate delivery time frames to the customers. At its core, production planning represents the beating heart of any manufacturing process. Its purpose is to minimise production time and costs, efficiently organise the use of resources and maximise efficiency in the workplace. Production planning incorporates a multiplicity of production elements, ranging from the everyday activities of staff to the ability to realise accurate delivery times for the customer. With an effective production planning operation at its nucleus, any form of manufacturing process has the capability to exploit its full potential. Customer Demand Before you can plan to assign resources, you have to know how much to produce. Production planning focuses on the principle of meeting the targeted customer demand rate in the most efficient way possible while keeping open the capability to respond to variations in demand. Materials To fulfill your production target, the materials availability needed to produce should be ensured. The most efficient production planning keeps the minimum materials as standard inventory. Planners should evaluate how much material the company needs, the lead times for orders, the delivery times for suppliers and the reliability of the supply. Equipments The production planner takes into account the capabilities of the equipment used to produce the output. Manpower Manpower planning requires accurately estimating the number of employees required to do the work. The capacity of the workforce has to match the capabilities of the equipment to plan for the highest efficiency. Processes Effective production planning makes sure that the processes used for the output continue to operate efficiently and safely. Often the normal operation of a process requires occasional testing and adjustments. Controls A final production planning principle puts in place controls that detect problems as soon as they occur. Verification of inventory, use of qualified suppliers and personnel, standardization where possible. When controls are in place, it enables to take possible corrective actions to minimize the effects and return production to the required levels. After the analysis of each aspect at the client place, the modular kitchen manufacturer, the overall plant capacity was ascertained. The next step was to assist the client with a proper production plan. The Faber Infinite team worked over best possible alternatives to provide the client with an user friendly, simple yet powerful module which will cater to all the basic requirements and also keeping room for the surprise elements. The solution module was developed encompassing order receipt process, capacity booking, production to dispatchs and even installations at the client sites. Making it a comprehensive solution. It also consisted of provision to calculate the delivery performance by measuring OnTime InFull ratio OTIF and also highlighting the reasons for failure, if any. The production planning solution was designed to cater all the issues related to production and hiccups in planning process. The overall benefit to the client can be summarized as captured below

1. Overall production planning made simpler and easy to manage
2. Proper, logical and achievable delivery date can be promised to customer
3. No back logs in order
4. No delay in delivery leading to customer WOW!

## 4: Manpower Planning Concept for PowerPoint - SlideModel

*Manpower planning depends basically on organisation planning. Overall planning is itself is a difficult task because of changes in economic conditions, which make long term manpower planning difficult.*

This happens via planning and development, and enables management to have the right kinds of employees in the right number in the right place at the right time. Together, having the right manpower will help the organization achieve its goals, and will also benefit individual employees in the best way possible. This kind of planning enables HR departments to forecast which human resources are required to perform which jobs. The HR department will also assess which skills are required of employees for each job. It is fairly complex and, if done correctly, this will aid HR in estimating its future position in terms of demand and supply.

**Manpower Planning** Having manpower with have the right skills in the right number for the various jobs in the organization. **Manpower Planning Concept** Manpower planning is a set of strategies and the process of manpower that plans itself. It is a highly dynamic process by nature, and it requires regular adjustments, as the conditions in the labor market keep changing. **Why Is Manpower Planning Important?** Seeing as manpower planning is partly about forecasting the future, even an imperfect forecast is better than no forecast. When you anticipate your future needs as an organization, you get an edge over your competition because you are better able to plan for these needs. It allows you to address potential problems you may have, such as skill deficiencies. Manpower planning is important to the organization, because it helps the organization assess its future needs well in advance. This is how it ensures that the organization always has the right kind of people, in the right number, at the right time, and in the right place. Manpower planning helps an organization keep up with the constant change that affects it in different environments, including the labor environment. Through effective manpower planning, the organization is able to continuously allocate and reallocate its human resources and utilize them efficiently.

**Realizing the goals of the organization:** Many of these goals also involve an expansion of those human resources. Manpower planning helps an organization to achieve this.

**Promoting the employees of the organization:** The process of manpower planning gives feedback to the organization in the form of data which can aid the decision making process when it comes to determining which promotional opportunities will be made available and to which employees.

**The effective utilization of human resources:** **Factors Affecting Manpower Planning** In general, the fact is that the number of unemployed but educated people is on the rise. However, despite this fact, there is also a serious shortage of many skills on the market. This is why it is important for an organization to effectively recruit and retain its manpower.

**Changes in the Technological Landscape** There are plenty of changes occurring every day in various management techniques, marketing methods, and production technologies. The effect of these changes has profoundly affected the context of many jobs, as well as their descriptions. These may create redundancies and create problems concerning retainment and redeployment of labor. All of these require effective, systematic, and intensive manpower planning.

**Changes in Demographics** The profile of the work force is constantly changing when it comes to such things as sex, age, technical skills, social backgrounds, and literacy levels. All of these will have serious implications for the labor force of an organization and the human resources department should be able to respond effectively through its manpower planning.

**Shortages of Skills** The fact that there is rising educated unemployment does not mean that the labor market is a good one for buyers. The growing complexity of organizations means that they are in need of many specialist skills that are very rare to find. Such employees should be recruited and retained because they can be very difficult to replace when they leave.

**Influences From the Government** Any changes in legislation and government control in regards to affirmative action for various disadvantages sections of the work force will have an effect on the organization. The same goes for legislation concerning hours of work and work conditions, restrictions on the employment of children and women, contract labor and casual labor, and so on. All of these need to be dealt with by the organization, through systematic manpower planning.

**Legislative Control** It is no longer as simple as hiring and firing organizations. The legislation now makes it very difficult for an organization to reduce the size of its labor force in a quick, cheap manner. It is very easy to grow but very difficult to shed the extra weight,

since labor law will always protect employees in times of lay-offs and closures. The human resources department should include comprehensive plans for dealing with this, in its manpower planning plans.

**The Impact of Pressure Groups** These include politicians, unions, and people who have been displaced by the location of giant organizations. All of these should be considered in proper management planning.

**The Systems Approach to Planning** The spread of systematic thinking and the advent of the information technology revolution means there is even more emphasis on planning and data analysis now than there was in the past, making manpower planning even more important than it was in the past.

**The Lead Time for Employees** The time it takes for employees to be recruited and trained, before they can begin to contribute productively to the goals of the organization, should be considered in the manpower planning process, to ensure that the organization invests its resources effectively. The manpower and development process itself involves two major steps. The first, is to perform a demand forecast, to determine future demands for different categories of labor by the company, and the other is to perform a supply forecast to determine future supply of different categories of labor from the community the business or organization is located within. Once that is determined, there are various large scale models the business can undertake to actually carry out the process.

**Demand and Supply Forecasting** There are two kinds of forecasts that the human resources department of an organization should make: Demand Forecasting Basically, demand forecasting is the process by which the human resources department estimates the future quality and number of people required. It should be based on the long-term corporate plan and on the annual budget, which will then be translated into activity levels, for the different functions and departments. There are many factors that should be considered in demand forecasting. The external ones include changes in social and technological factors as well as the economic climate both locally and internationally. The benefits of demand forecasting include, among others, the following: It will help the organization prevent a shortage of skill, when and where it is needed most. The organization will be able to determine which mix of staff is most desirable in the future. The organization will be able to monitor its own compliance with legal requirements, as far as the reservation of jobs is concerned. The organization will be able to assess the appropriate staffing levels that are needed in different parts of the organization and will avoid unnecessary costs.

**Supply Forecasting** Supply forecasting is the process by which the organization measures how many people will be available both internally and externally in the future, after making allowances for such things as changes in hours and work conditions, promotions and internal movements, and absenteeism. A good supply forecast is needed in order to quantify how many people and positions will be expected in the near future, clarify the mix of staff, prevent a shortage of people, and assess the current staffing levels in different parts of the organization. In order for supply forecasting to be done effectively, a supply analysis needs to be done, involving the existing human resources, the internal sources of supply, and the external sources of supply. It is a mixture of the demand for education by the individual but with respect to every individual in that society. It therefore mostly relies on the projection of past demographic trends into the future. This approach is capable of showing how many students are preparing for a given profession and may even give a target date for the completion of their education based on past experience. These projections are constrained by:

**The Rate-of-Return Approach** This approach looks at education more as a way to contribute to productivity and so it sees education as an investment decision. The student will look at the benefit provided by further education from a point and make their decision based on the estimated rate of return. As a result, a school will only expand educational facilities after it has assessed the investment yield for various types of education and the yield of education to various sectors of the economy.

**The Manpower Requirement Approach** Basically, this approach asserts that there is a link between education and the economic growth of a population, and that the lack of skilled labor in sufficient quantity will impede economic growth. Therefore, it is critical to attempt to forecast future requirements of skilled manpower, so as to achieve a target gross national product or level of industrial production. Based on these forecasts, policy makers and planners would then develop the education sector in the right way.

**The Quantitative Approach** This approach is more local to an organization, and it is about top-level management preparing a draft for human resource planning. The Human Resource Management Information System and the human resources inventory levels are analyzed, and on the basis of that information, the future demand for manpower is forecasted, with the help

of quantitative tools. This approach focuses on forecasting surpluses and shortages in human resources, and is done mainly by top management. The Qualitative Approach This approach is more bottom-up than the quantitative approach, and it focuses on individual concerns of the employees, such as their training, development, and creativity. Other concerns include motivation, promotion, welfare, safety, incentives, and compensation. This is primarily achieved done by lower-level employees. The Mixed Approach This approach combines qualitative and quantitative approaches, and seeks to strike a balance. It tends to produce the best results, and promotes equal participation among management and employees. Conclusion With the growing complexity of the contemporary business scene, manpower planning is critical to an organization and the economy. It helps the organization or nation foresee its future needs and to plan well in advance. If done well, it can put you ahead of your competitors.

*Concept of human resource planning: Human resource (HR) planning or manpower planning is the process by which the organization ensures that it has the right kind of people, at right time, at right place and they are working effectively and efficiently and help the organization in achieving the overall objective.*

Manpower Planning Manpower Planning Manpower Planning which is also called as Human Resource Planning consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization. Human Resource Planning has got an important place in the arena of industrialization. Human Resource Planning has to be a systems approach and is carried out in a set procedure. The procedure is as follows: Analysing the current manpower inventory Making future manpower forecasts Design training programmes Steps in Manpower Planning Analysing the current manpower inventory- Before a manager makes forecast of future manpower, the current manpower status has to be analysed. For this the following things have to be noted- Type of organization Number and quantity of such departments Employees in these work units Once these factors are registered by a manager, he goes for the future forecasting. Making future manpower forecasts- Once the factors affecting the future manpower forecasts are known, planning can be done for the future manpower requirements in several work units. The Manpower forecasting techniques commonly employed by the organizations are as follows: This includes informal decisions, formal expert surveys and Delphi technique. Manpower needs can be projected through extrapolation projecting past trends , indexation using base year as basis , and statistical analysis central tendency measure. It is dependent upon the nature of work load in a department, in a branch or in a division. Whenever production and time period has to be analysed, due allowances have to be made for getting net manpower requirements. Several Mathematical models, with the aid of computers are used to forecast manpower needs, like budget and planning analysis, regression, new venture analysis. Developing employment programmes- Once the current inventory is compared with future forecasts, the employment programmes can be framed and developed accordingly, which will include recruitment, selection procedures and placement plans. Design training programmes- These will be based upon extent of diversification, expansion plans, development programmes,etc. Training programmes depend upon the extent of improvement in technology and advancement to take place. It is also done to improve upon the skills, capabilities, knowledge of the workers. Importance of Manpower Planning Key to managerial functions- The four managerial functions, i. Human resources help in the implementation of all these managerial activities. Therefore, staffing becomes a key to all managerial functions. Efficient utilization- Efficient management of personnels becomes an important function in the industrialization world of today. Setting of large scale enterprises require management of large scale manpower. It can be effectively done through staffing function. Motivation- Staffing function not only includes putting right men on right job, but it also comprises of motivational programmes, i. Therefore, all types of incentive plans becomes an integral part of staffing function. Better human relations- A concern can stabilize itself if human relations develop and are strong. Human relations become strong through effective control, clear communication, effective supervision and leadership in a concern. Staffing function also looks after training and development of the work force which leads to co-operation and better human relations. Higher productivity- Productivity level increases when resources are utilized in best possible manner. Manpower Planning is advantageous to firm in following manner: Shortages and surpluses can be identified so that quick action can be taken wherever required. All the recruitment and selection programmes are based on manpower planning. It also helps to reduce the labour cost as excess staff can be identified and thereby overstaffing can be avoided. It also helps to identify the available talents in a concern and accordingly training programmes can be chalked out to develop those talents. It helps in growth and diversification of business. Through manpower planning, human resources can be readily available and they can be utilized in best manner. It helps the organization to realize the importance of manpower management which ultimately helps in the stability of a concern.

### 6: 6 Basic Principles of Production Planning | Faber Infinite

*"Manpower planning is a dual process, which identifies the manpower requirement, in future and develops, its manpower resources accordingly. According to M.N. Rudrabasavraj, "Manpower planning may be defined as a strategy for acquisition, utilisation, improvement and presentation of an enterprise human resources."*

Meaning, Definition and Features Article shared by: Meaning, Definition and Features! Meaning Human Resource Planning: Human resource is the most important asset of an organisation. Human resources planning are the important managerial function. It ensures the right type of people, in the right number, at the right time and place, who are trained and motivated to do the right kind of work at the right time, there is generally a shortage of suitable persons. The enterprise will estimate its manpower requirements and then find out the sources from which the needs will be met. If required manpower is not available then the work will suffer. Developing countries are suffering from the shortage of trained managers. Job opportunities are available in these countries but properly trained personnel are not available. These countries try to import trained skill from other countries. In order to cope human resource requirements, an enterprise will have to plan in advance its needs and the sources. The terms human resource planning and manpower planning are generally used interchangeably. Human resource planning is not a substitute for manpower planning. Rather the latter is a part of the former i. Definition Human Resource Planning: Important definitions of human resource planning are discussed here to understand the concept in right perspective: Through planning a management strives to have the right number and the right kind of people at the right places, at the right time to do things which result in both the organisation and the individual receiving the maximum long range benefit. Here, human resource means skill, knowledge, values, ability, commitment, motivation etc. Though accomplishment of organisational objectives and goals is the primary concern of the human resource planning, concern for the aspirations of the people and their well-being has equal importance in it. In fact, the human resources planning must result in humanisation of work environment. Features of Human Resource Planning: From the study of various definitions, the following features of human resource planning can be derived: Besides, human resource planning has its own objectives like developing human resources, updating technical expertise, career planning of individual executives and people, ensuring better commitment of people and so on. Determining Human Resource Needs: Human resource plan must incorporate the human resource needs of the enterprise. The thinking will have to be done in advance so that the persons are available at a time when they are required. For this purpose, an enterprise will have to undertake recruiting, selecting and training process also. It includes the inventory of present manpower in the organisation. The executive should know the persons who will be available to him for undertaking higher responsibilities in the near future. Adjusting Demand and Supply: Manpower needs have to be planned well in advance as suitable persons are available in future. If sufficient persons will not be available in future then efforts should be. The demand and supply of personnel should be planned in advance. Creating Proper Work Environment: Besides estimating and employing personnel, human resource planning also ensures that working conditions are created. Employees should like to work in the organisation and they should get proper job satisfaction.

## 7: Recipe for Concept | Restaurant & Bar Concept Development

*Definition of manpower planning: Estimating or projecting the number of personnel with different skills required over time or for a project, and detailing how and.*

According to Gordon MacBeath, manpower planning involves two stages. According to Vetter, the process by which management determines how the organisation 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 things which result in both the organisation and the individual receiving maximum long-run benefit. It relates to establishing job specifications or the quantitative requirements of jobs determining the number of personnel required and developing sources of manpower. According to Geisler, manpower planning is the process "including forecasting, developing and controlling" by which a firm ensures that it has the right number of people and the right kind of people at the right places at the right time doing work for which they are economically most useful. Process of Manpower Planning: It may be rightly regarded as a multi-step process, including various issues, such as: C Formulation of the recruitment plan D Estimating future organisational structure and manpower requirements E Developing a human resource plan A. Deciding Goals or Objectives: The business objectives have been determined; planning of manpower resources has to be fully integrated into the financial planning. It becomes necessary to determine how the human resources can be organised to achieve these objectives. For a sound manpower planning it considers as a prerequisite the preparation of a manual of job classification and job description with specific reference to individual jobs to be performed. Audit of the Internal Resources: The next step consists of an audit of the internal resources. A systematic review of the internal resources would indicate persons within the organisations who possess different or higher levels of responsibilities. Thus it becomes necessary to integrate into the manpower planning process a sound system of performance appraisal as well as appraisal of potential of existing employees. Formulation of the Recruitment Plan: A detailed survey of the internal manpower resources can ultimately lead to an assessment of the deficit or surplus of personnel for the different levels during the planned period. The management must estimate the structure of the organisation at a given point of time. For this estimate, the number and type of employees needed have to be determined. Many environmental factors affect this determination. They include business forecast, expansion and growth, design and structural changes, management philosophy, government policy, product and human skills mix, and competition. Developing of Human Resource Plan: This step refers to the development and implementation of the human resource plan, which consists in finding out the sources of labour supply with a view to making an effective use of these sources. The first thing, therefore, is to decide on the policy "should the personnel be hired from within through promotional channels or should it be obtained from an outside source. The best policy which is followed by most organisations is to fill up higher vacancies by promotion and lower level positions by recruitment from the labour market. The market is a geographical area from which employers recruit their work force and labour seeks employment. Factors Affecting Manpower Planning: Manpower planning exercise is not an easy task because it is imposed by various factors such as: It suffers from inaccuracy because it is very difficult to forecast long-range requirements of personnel. Manpower planning depends basically on organisation planning. Overall planning is itself a difficult task because of changes in economic conditions, which make long term manpower planning difficult. It is difficult to forecast about the personnel with the organisation at a future date. While vacancies caused by retirements can be predicted accurately other factors like resignation, deaths are difficult to forecast. Lack of top management support also frustrates those in charge of manpower planning because in the absence of top management support, the system does not work properly. The problem of forecast becomes more occur in the context of key personnel because their replacement cannot be arranged in short period of time. Moreover any system requires the support of top management and manpower planning is no exception to this.

### 8: What is manpower planning? definition and meaning - [www.enganchecubano.com](http://www.enganchecubano.com)

*Manpower Planning Concept. Manpower planning is a set of strategies and the process of manpower that plans itself. An effective human resources plan will provide various mechanisms designed to get.*

Media Planning Large businesses often work on forecasting and upcoming opportunities in the pipeline. If these opportunities convert into actual business, they would need manpower to start working on them. What would the business do with the additional skilled manpower. The other dilemma is that if they kept waiting till the last moment for a project and when the project starts they might not have enough manpower to work and deliver. These questions are solved by the process of manpower planning. Manpower planning also includes the details like how and when will new employees be acquired. This whole process is done keeping in view the goals of the organization, the future predictions for business and changing technology trends. This helps the organization be prepared for the future with the correct manpower at their disposal for business prosperity. The process can be elaborated in detail below. Manpower Planning Process HR department of every company has to constantly keep an eye on the human resources that the company has. With every possible event like change industry dynamics, increase in business requirements, skills required for a particular technology etc, the need for having better resources increases. Understanding the existing workforce: The HR department has to thoroughly understand the manpower available with the company. They should examine the background, skill set, qualification, location etc of the entire work force so that they have a good idea regarding the pool of talent which the company has. Forecasting for the future: With constant changes in business requirements, companies must understand the future trend and which type of employees would be best suited for their organization. Hence, companies must examine, evaluate and forecast the type of employee workforce they want in the future years 3. Depending upon the business requirements, manpower planning leads to a much more well thought out recruitment and selection pattern. This totally depends upon the forecasts made and the business requirements. Hence, candidates with better qualification, skill set, experience etc are shortlisted as employees to best suit the future needs. Employees who are a part of the organization are trained to have the best skills, knowledge and understanding about the current job as well as the future requirements. All these above mentioned manpower planning steps help organizations become better prepared to adapt to new technology, future industry developments and even to face off with competitors. Example of Manpower Planning: IT companies are often faced with the business problem of hiring right people for upcoming projects as well as attrition. These companies have multiple projects going on at a single time and upcoming projects in the pipeline. If they hire more people without planning they would end up with many resources on the bench which would eat into profits and if they keep waiting till the last, they would not have enough skilled people to set up the project and start delivering eventually leading to customer dissatisfaction and losses. So these companies keep on forecasting and planning as per the market requirements, latest skill set and their project pipeline. Most of the times, hired resources cannot be productive straight away so they need to train them which would require further planning and time. Importance of Manpower Planning Manpower planning is an essential requirement for any business. It helps the company to be prepared well in advance for the type of employees they would be requiring in their organization in the future. With constantly changing business requirements, technological advancements etc the skills and knowledge of employees tend to become obsolete over a period of time. Also, if a business is growing, then the workforce needs to be expanded if the company wants to have its business at different locations, different business domains etc. If a company fails to prepare before hand, it can create issues in the future and can collapse the business model for a company. Hence, timely preparation of manpower planning would always help a business grow. Hence, this concludes the definition of Manpower Planning along with its overview. Advertisements Browse the definition and meaning of more terms similar to Manpower Planning. The Management Dictionary covers over business concepts from 6 categories.

### 9: Manpower Planning - Meaning, Need, Importance and PPT

## CONCEPT OF MANPOWER PLANNING pdf

*Manpower Forecasting is the first step of the entire manpower planning activity. The manpower planner foresees the demand and supply of different types of manpower resources in the firm. The basic idea is to look into in which department; unit or level there is a shortage or surplus of human requirements.*

## CONCEPT OF MANPOWER PLANNING pdf

*Episode of Carausius and Allectus Legends of the Lao 1. What is cancer? D.H. Lawrence and the art of translation New democrats, a new economy, and new Americans German bombers over Russia Names and naming patterns in medieval England : an introduction Joel T. Rosenthal An Historical account of the English Versions of the Scriptures Jawbreaker: The Attack on Bin Laden and Al-Qaeda Pioneer pl 990 manual Cliffords Good Deeds Book Cassette Marie Antoinette (MTI) Developing a change Object-oriented rapid prototyping Letter III. The apostolical accession of the Church of Christ Healthcare quality productivity Remax rb-s2 user manual ARS (artist-run spaces) Managing performance David Hall Foods for purification and clarification: feeding the crown chakra. Animator, actor, comedian The lion of the Kalahari May 1862 to December 1862 Commentary part one: the primeval history: Genesis 1-11 Dramatic and prose miscellanies. The Sonoma Diet Cookbook 2.2.1 Input-Output Description of Systems. 56 Cambridge ielts 11 with audio and answers Separate from the world Estimating required rates of return for projects Econoguide 2002 Las Vegas A Thunder at Dawn Atomic, molecular optical physics handbook Business model canvas report Get Media Airplay Form line of battle! Why do stings hurt? Research paper on nuclear power Solid-liquid electrochemical interfaces A voice of the hills*