INTRODUCTION

* Role of Manpower Planning
* Human Capital
* Problems and Issues for Fresh Research
* Research Gap
* Hypotheses
* Scope of the Study
* Objectives of the Study
* Framework of the Study:
  (a) Research Design and Methodology
  (b) Non-parametric Statistical Analysis
  (c) Sample
  (d) Questionnaire Design
* Limitations of the Study
* Conclusion
Chapter 1

INTRODUCTION

Of all the resources required for attaining the goals of an enterprise, manpower is the most dominant resource. In the organizational setup human resource plays such a vital role that the use of all other resources is dependent upon the manpower. The availability, quality, skill, will-to-work, productivity, sincerity, loyalty, etc. make the achievement of the goals of the enterprise. Any kind of deficiency in any of the required attributes in the manpower exerts adverse effect on the working of the organization. Enterprises which acquire, develop and manage properly their manpower area able to secure their objectives and targets timely and successfully. In fact, failure of business entities is attributable to a considerably large extent on the lack of manpower development, its poor performance, misutilisation and other deficiencies in their workforce. Enlightened enterprises, therefore, pay particular attention to building the stock of manpower resource in advance so that workers trained and skilled according to the needs of the organizations are available timely and in sufficient quantity. This calls for the enterprises to engage themselves, as a first priority, in manpower planning for the organization to function smoothly and successfully.

Development of manpower resource is, thus, an activity that involves an action ahead of the time of actual possession of the required manpower. Imperative for this purpose to achieve is that there should be systematic planning for the development, training and quality improvement of the manpower for the organization. Planning, therefore, emerges as an
important pre-requisite in human resource development, maintenance and utilization.

Planning, in fact, is making a decision in advance what is to be done. It is a conceptual plan to follow a pre-determined course of action to achieve the desired results. It is a kind of future picture where events are sketched. It can be defined as a mental process requiring the use of mental faculty, imagination, foresight and sound judgement. It involves seeking solutions to problems and making sound decisions. Plans may be prepared for short time strategy and measure the achievements. Long term plans are prepared to develop the better and new products, services and undertake expansions to keep the interest of the owners.

A well thought-out plan helps in making effective use of the available assets and resources for securing the organizational goals. In tourism industry plans need to be prepared to group together the people involved in the industry to achieve the organizational objectives. Planning is also required for coordinating, motivating and controlling of the various activities within the tourism organization. Manpower planning for tourism industry also includes forecasting, developing and controlling by which the industry could ensure that it has the right number of people as well as the right kind of people at right places at the right time doing work for which they are economically most useful. Such plans need to be supported by all the members of the organization.¹

Role of Manpower Planning:

As it deals with the most volatile, sensitive and susceptible human resource, manpower planning occupies a central place in every organization at set-up. In the tourism industry there is preponderance of human workforce over all other resources. Besides, the workers required for the tourism trade are of variegated nature. Educated, trained, skilled and all other sorts of artisans are engaged in this industry. The necessity for manpower planning for the industry, therefore, is all the more pressing and prominent.

In the present business environment emerging in the wake of liberalization and globalisation, the growing importance of manpower planning for industrial organizations need to be elaborated.

Unplanned actions follows uncertainties while planned actions eliminate the uncertainties.

Manpower planning reduces future uncertainty as related to the acquisition, placement and development of employees for future needs. It is a sub-system in the total tourism organization planning. It assesses and forecasts future skills requirements, provide control measures to ensures that necessary resources are made available as and when required. It determine recruitment level and optimum training levels, anticipate redundancies and avoid unnecessary dismissals, provide a basis for management development programme, helps organization to identify trouble spots, assist productivity bargaining and deploy manpower in new projects. Manpower planning connotes preparation of a schedule, indicating the number of employees of various categories required by the organization over a given period of time.
It indicate how many individuals would be selected, trained, promoted, retired over the forthcoming years and to lay down accordingly an estimate of the personnel facilities. It provides information in three dimension – first, estimated manpower requirements, second, analysis of the external manpower market situation, and third, resulting estimate of manpower availability. Manpower planning is related to those personnel functions whose purpose is to acquire, develop and maintain a qualified workforce. These functions includes recruitment, selection, compensation, career planning, training and development.²

Manpower planning plays a significant role in ensuring optimum utilization of human resources which can be of great benefit at both national and company unit levels. Manpower planning helps in many ways, such as, to forecast compensation cost involved, to develop existing manpower to fill the future openings through promotion, to motivate employees, to determine weaknesses of the existing manpower so that corrective training could be incorporated. Through adequate and effective manpower planning requisite skills should be developed in existing employees.³

Maximum utilization of manpower reduces excessive labour turnover and high absenteeism, improves productivity and aids in achieving the objectives of tourism organization. If manpower planning is faultily used, it leads to disruption in the flow of work, high cost of production,

---


lower production and less job satisfaction etc. So, for the success of tourism organization, manpower planning is very important. It helps an individual to improve his skills and utilize capabilities and potential to the utmost. It improves tourism organization's efficiency and productivity. Only through initial manpower planning capable hands are available for promotion in future.

Manpower planning provided tourism organization personnel with the necessary qualifications, skills, work experience, knowledge and aptitude for work. It is needed in order to identify areas of surplus or shortage of personnel. In order to meet the needs of expansion programmes of tourism organization manpower planning comes into play its role. To meet the challenges of new and changing technology and new techniques of production, existing employees need to be trained or new employees should be employed. It is necessary due to discharges, marriage, promotions demotions, transfers, retirement, death or incapacitation because of physical or mental ailments, etc. Manpower planning maintains and improves the organizations ability to achieve its goal by developing strategies that will result in optimum contribution of manpower. Due to manpower planning, upper level management has a better view of manpower dimensions of business decisions, less personnel costs because management can anticipate imbalances before they become unmanageable and expensive, better planning of assignments to develop managers and more time to locate source talent.

Human resource planning also helps to maintain and improve the tourism organisation's ability to achieve its goal by developing strategies
that will result in optimum contribution of human resources. For this purpose, Stainer recommended the following nine strategies for the manpower planners.

(a) they should collect, maintain and interpret relevant information regarding human resources; (b) they should report periodically manpower objectives, requirements and existing employment and allied features of manpower; (c) they should develop procedures and techniques to determine the requirements of different types of manpower over a period of time from the standpoint of organisation's goals; (d) they should develop measures of manpower utilization as component of forecasts of manpower requirements along with independent validation; (e) they should employ suitable techniques leading to effective allocation of work with a view to improving manpower utilization; (f) they should conduct research to determine factors hampering the contribution of the individuals and groups to the organization with a view to modifying or removing these handicaps; (g) they should develop and employ methods of economic assessment of human resources reflecting its features as income-generator and cost and accordingly improving the quality of decisions affecting the manpower; (h) they should evaluate the procurement, promotion and retention of the effective human resources; and (i) they should analyse the dynamic process of recruitment, promotion and loss to the organization and control these processes with a view to maximizing individual and group performance without involving high cost.

Human resource planning is the responsibility of both the line and the staff manager. The line manager is responsible for estimating manpower
requirements. For this purpose, he provides the necessary information on the basis of the estimates of the operating levels. The staff manager provides the supplementary information in the form of records and estimates. The staff manager is expected to: (i) report about manpower utilization in the present and the past; (i) provide help and advise managers on the assessment of manpower utilization and to develop sources of information and techniques for purposes of comparison; (iii) administer the procedure of forecasting or objective setting; (iv) present the overall forecasts of departmental managers; and (v) to advise line managers on forecasting techniques.4

Systematic manpower planning is thus a must for every dynamic organization. Despite various pressures, such as political, economic and technological, the challenge has to be met by dynamic management to ensure that the future of the organization remains bright despite changes. For example, the growth of more industries can result in mobility of the personnel and is a source of potential loss of both managerial and other personnel. Fresh people must be ready to fill in such vacancies. If promotion from within is used as far as possible, there is likely to be less agitation from unions. Such a policy can constitute a great motivational force within the organization. This however, entails spotting talent within the organization. Some of the talent probably exists, but in all likelihood some more development is required to fill the higher positions. This is also an important aspect of personnel management. Thus, manpower planning is concerned with anticipating future manpower needs at different levels in the organization.

organization by visualizing the future and determining how the needed manpower can be recruited.

**Human Capital:**

Manpower is concerned with human beings who are very volatile by nature. All other factors of production like materials, machinery and money are devoid of this characteristics while human force has its own will to act, the materials resources are made to act as desired. The development of human resources, which can also be referred to as formation of human capital engages special attention and requires special endeavour of the entrepreneurs. As a matter of fact, the importance of human skills and knowledge and the investment in human capital have become widely recognized as a necessary pre-requisite to non-human capital investment. But the problem in the formation of human capital by way of generation and accumulation of managerial resources is in no way different from the capital formation. So wide is the impact of human capital that a nation's economic development may be limited by the relative shortage of this critical factor or the development may be accelerated significantly by the nation's high capacity to accumulate the human capital. Thus, dependent upon the human resource is the organisation’s ability to attain its objectives and develop them in planned ways.

Basically the human resource has at least two concepts. Within corporations and business, human resource most commonly refers to the individuals within the firm as well as that part of the firm’s organization which deals with hiring, firing, training and other personal issues. This
connotation of human resource has been derived from the various definitions of the term given in political economy and economics, where the human resource was traditionally treated as one of the three factors of production and was called labour.

However, modern analysts emphasize that human beings are not predictable commodity "resources" with definitions totally controlled by contract, but are creative and social beings that make contributions beyond labour to a society and to civilization. The broad term human capital has evolved to contain the complexity of this term, and in macro-economics the term "firm-specific human capital has evolved to represent the original meaning of the term human resource".

Socialist economies have advocated a central role for human resource or human capital in enterprises and societies. The socialists hold the view that value is primarily created by human activity and, accordingly, human resource justifies a larger claim of profits or relief from these enterprises or societies.

Capitalist economies, however, hold a contrary view. Capitalists contend that human resource is the infra-structural capital or what they call intellectual capital owned and developed by management which provide most value in financial capital terms. This likewise justifies a bargaining position and a general view that human resources are interchangeable.

Developed nations which encourage immigration or "guest workers" are regarding by the governments of developing nations as appropriating human capital that is rightfully part of the developing nation
and required to further its growth as a civilization. In the view of developing nations this appropriation is similar to colonial commodity order wherein a colonizing European power would define an arbitrary price for natural resources, extracting of which diminished national natural capital.

The debate regarding “human resources” versus human capital thus, in fact, relates to the debate regarding natural resources versus natural capital. Over time the United Nations have come to more generally support the developing nations’ point of view, and have requested significant compensating “foreign aid” contributions so that a developing nation losing human capital does not lose the capacity to continue to train new people in trades, professions, and the arts.

An important example of this view is that historical inequities such as African slavery must be compensated by current developed nations, which benefited from stolen “human resources” as they were developing. No doubt, this is an extremely controversial view, but it brings forward the general theme of converting human capital to “human resources” and thus greatly diminishing its value to the host society, i.e. “Africa”, as it is put to narrow imitative use as “labour” in the using society.

In the very narrow context of corporate “human resources”, there is a contrasting pull to reflect and require workplace diversity that calls for the diversity of a global customer base. Foreign language and culture skills, ingenuity, humor, and careful listening, are examples of traits that such programmes typically require. It would appear that these evidence a general shift to the human capital point of view, and an acknowledgement that
human beings do contribute much more to a productive enterprise than "work"; they bring their character, their ethics, their creativity, their social connections, and in some cases even their pets and children, and alter the character of a workplace. The term corporate culture is used to characterize such processes.

The traditional but extremely narrow context of hiring, firing, and job description is considered a 20th century anachronism. Most corporate organizations that compete in the modern global economy have adopted a view of human capital that reflects the modern consensus as above. Some of these, in turn, the term "human resources" as useless.

As the term refers to predictable exploitations of human capital in one context or another, it can still be said to apply to manual labor, mass agriculture, low skill “McJobs” in service industries, military and other work that has clear job descriptions, and which generally do not encourage creative or social contributions.

In general macro-economics treat it this way - as it characterizes no mechanisms to represent choice or ingenuity. So one interpretation is that “firm-specific human capital” as defined in macro-economics is the modern and correct definition of “human resources” and that this is inadequate to represent the contributions of “human resources” in any modern theory of political economy.

Though human resources have been part of business and organisations since the first days of agriculture, the modern concept of human resources began in reaction to the efficiency focus of Taylorism in
the early 1900s. By 1920, psychologists and employment experts in the United States started the human relations movement, which viewed workers in terms of their psychology and fit with companies, rather than as interchangeable parts. This movement grew throughout the middle of the 20\textsuperscript{th} century, placing emphasis on how leadership, cohesion, and loyalty played important roles in organisational success. Although this view was increasingly challenged by more quantitatively rigorous and less “soft” management techniques in the 1960s and beyond, human resources had gained a permanent role within the firm.

The Society for Human Resource Management (SHRM) is the world’s largest association devoted to human resource management. Representing more than 200,000 individual members, the Society’s mission is to serve the needs of HR professionals by providing the most essential and comprehensive resources available. As an influential voice, the Society’s mission is also to advance the human resource profession to ensure that HR is recognized as an essential partner in developing and executing organizational strategy. Founded in 1948, SHRM currently has more than 550 affiliated chapters and members in more than 100 countries.\footnote{5}{http://en.wikipedia.org/wiki/Human_resources}

Suri\footnote{6}{Suri, G.K. (1974), \textit{Manpower Practices in Indian Industry}, Indian Management, Vol. 13, No. 8.} mentioned that comprehensive manpower planning with a view to secure an optimum utilization of human resources and systematic input in training and development to generate skills at all levels for future
manning, a conscious mix of supply within and from outside is practically non-existent. Besides, even now it can not be claimed that these organization have been successful in developing such comprehensive manpower planning system as are satisfactory in every respect.

The importance of human factor in the efficient and successful management of industrial enterprises led the managements to think in terms of providing some machinery for managing men. Personnel department came to be recognised as integral part of the managerial set-up. The outcome to these developments is the emergence of 'Personnel Management' as a vital part of management studies. Personnel management is productive exploitation of manpower resources. This is also termed as 'Manpower Management' or 'Labour Management' or 'Human Resource Management'. 'Human Resource Management' is a modern term while 'Personnel Management' is traditional term. Scope of 'Human Resource Management' is broad than 'Personnel Management'. Manpower Management is choosing the proper type of people as and when required. It also takes into account the upgrading in existing people. Manpower Management starts with manpower planning. Every manager in an organization is a personnel man, dealing with people.\(^7\)

Besides the recognition of the importance of the human factor, some other factors also contributed towards the development of personnel management. To deal with organised labour (i.e., trade unions), to remain in

\(^7\) http://en.wikipedia.org/wiki/Human_resources
touch with the needs and aspirations of the people at work, and to ensure the observance of a large number of complicated rules framed by the government for the protection of the interests of the workers, some agency was necessary. Since the workers are employed in very large numbers and the work in various departments is of a specialised nature, the management of workers under the factory system of production could not have been carried on by the existing organs of management. A separate department was absolutely essential for coping with this task. The 'personnel department' was created for this purpose.

The proper management of human factor in industry involves careful handling of relationships among the individuals at work. Personnel management, therefore, consists in maintaining these relations on a basis which enables all those engaged in the undertaking to make their best personal contribution to the effective working of the undertaking. The personnel function of management is that part of management which is primarily concerned with human relationships within an organisation. It attempts to ensure the mental and material welfare of the employees so that they work efficiently.

Functions of personnel management can be classified into three categories, namely, general functions, administrative functions and operative functions. General functions includes selection, scientific placement, induction and training, establishing good industrial relations, effective communication, recognise trade union etc.
Administrative functions includes planning, organising, directing, staffing, motivating, co-ordinating etc. Operative functions includes procurement (i.e. manpower planning, recruitment, selection and development), development, compensation, integration, maintenance, performance appraisal, etc.

Kautilya provides an excellent disposition on staffing and personnel management embracing job description, qualification for jobs, selection procedures, executive development, incentive systems and performance innovation.8

Kautilya provides a systematic treatment of management of human resource as early as 4th century B.C. in his treatise titled "Artha-Shastra. As it has been described that there prevailed logical procedures and principles in respect of labour organisation such as Shreni or Guild System and co-operative Sector. The wages were paid strictly in terms of quantity and quality of work turned out and punishments were imposed for unnecessarily delaying the work or spoiling it. The Government used to take active interest in the operation of both public and private sectors enterprises and provides well-enunciated procedures to regulate employer-employee relationship9.

Problems and Issues for Fresh Research:

The human resource planning has always been the subject of tremendous topical interest. A large number of scholars, authors and

professionals have studied the various aspects of Human Resource Planning in India.

Dynamic as this activity is, the social, political and economic environment exert their profound influence on the nature of human resource planning. No study can, therefore, fully and finally cover the various aspects of this activity. Despite a plethora of studies conducted in this field there still remain gaps and new issues have cropped up which offer fresh ground to probe this subject in the context of modern development and requirement of human resource. Some of the glaring problems and issues in Human Resource Planning drawing attention for further research may be elaborated as follows:

- Human resource plans are not balanced with the corporate plans of the enterprise. The methods and techniques used do not fit the objectives, strategies and environment of the particular organization.

- The period of a human resource plan is not appropriate to the needs and circumstances of the specific enterprise. The size and structure of the enterprise as well as the changing aspirations of the people is to be taken into consideration.

- Human resource planning function is not properly organised. A separate cell, section or committee may be constituted within the human resource department to provide adequate focus, and to coordinate the planning efforts at various levels.

- Before starting the human resource planning process the support and commitment of top management is not ensured. Moreover, the
exercise is not carried out within the limits of a budget. There is no use formulating plans which cannot be implemented due to financial constraints.

- To be successful, human resource planning requires active participation and coordinated efforts on the part of operating executives. Such participation will help to improve understanding of the process and thereby reduce resistance.

- An adequate database is not developed for human resource planning.

- The quantity and quality of human resources is not in tune with the balanced manner. The emphasis is not on filling future vacancies with right people rather than merely matching existing people with existing jobs. Upward mobility of existing staff needs to be considered carefully. Labour turnover is not considered according to length of service rather than merely on aggregate basis.

**Research Gap:**

It is evident from the foregoing enumeration of the gaps in the studies conducted so far that there is still dearth of research studies mainly focusing on the human resource planning in tourism sector in India particularly in the post liberalization and globalisation regime. The present study is conducted against this back drop. It includes empirical study on human resource planning, recruitment and selection, training and development, and so on, with special focus on the tourism industry of India. The study is based on the following hypotheses:
Hypotheses:

**H₀₁** Unplanned manpower development leads to poor productivity in tourism sector in India.

**H₀₂** Any expenditure exercise made in planning and development of tourism manpower increases the cost of manpower and adds less to profitability in tourism sector.

**H₀₃** Poor manpower planning leads to unencouraging profitability in tourism sector in India.

**H₀₄** In most of the tourism organizations human resource information system has not been fully developed and thus it is not possible to develop effective human resource plans.

Scope of the Study:

Upper management has a better view of the human resources dimensions of business decisions. Personnel costs may be less because management can anticipate imbalances, before they become unmanageable and expensive. More time is provided to locate source talent. Better opportunities exist to include women and minority groups in future growth plans. Better planning of assignments to develop managers can be done.

Human resource planning is practically useful at different levels, as stated by Narayanrao. According to him:

At the national level, it is generally done by the Government and covers items like population projections, programme of economic development, educational facilities, occupational distribution, and growth, industrial and geographical mobility of personnel.
At the sector level, it may be done by the Government-Central or State – and may cover manpower needs of agricultural, industrial and service sector.

At the industry level, it may cover manpower forecast for specific industries, such as engineering, heavy industries, consumer goods industries, public utility industries, etc.

At the level of the individual unit, it may relate to its manpower needs for various departments and for various types of personnel.

Man-power planning at the national level is a co-ordinated effort in a free economy to accelerate the growth and development of industry in a country like India which has been traditionally agricultural. We have already seen that our population is growing very fast, and the pressure on the land is so intensive that unless the country can create more wealth and purchasing power by developing economic pace, it will be difficult for the citizens to enjoy a better and fuller living. In spite of all the planned programmes we have a very large unemployed or under-employed population. It is difficult for a democratic government to leave to problem merely to the adaptation of supply to demand on the basis of market forces.

A proper man-power national planning also helps the people in the placement of jobs in the different areas of the country needing mobility and acquitting the job openings with the aptitude of the workers.

If the national planning is done on a realistic basis and if it is able to provide required information, guidance for training and placement it will certainly help the country to reduce wastage of man-power and to increase productivity and economic growth.
The aim of the national programme is to have a planned policy on the effective utilization of personnel by eliminating waste in respect of material and human resources. It is equally essential for a business enterprise to eliminate wastes resources are open to all organizations. The human resources, however, vary from organization to organization. The effectiveness of an organization depends upon its ability like the other factors of production to determine in advance personnel requirements for various jobs in enterprise. It is essential for the management to estimate man-power requirements very careful not only to meet the current needs but as against the future expansion programmes, labour turnover and the trend of markets governing the supply and demand of both material and human resources.

History has established that an organization which can utilize its man-power resources effectively by motivating them to accomplish company objectives is the organization which forges ahead of others. It is, therefore, becoming increasingly important for an industrial enterprise to plan its manpower in such a fashion as it will enable the organization to know the kind of personnel requirement and to locate the sources wherefrom they could be recruited.

In planning the man-power, the management in collaboration with various department heads still determine the personnel requirements for various processes, sections and departments for various categories of staff such as semi-skilled, extra-skilled, unskilled apparentices, clerical and stenography, technicall supervisory and management trainees etc. The members of the top management will examine these requirements carefully
as against the current demands, future turnover or future expansion programmes and in consultation with the personnel department will co­ordinate its man-power requirements throughout the organization.

In any organization a certain amount of employee turn-over always takes place, which may be due to many causes such as physical incapacity, accidents, sickness, retirement, seasonal or cyclical fluctuations in business or death. The community depends upon an enterprise of repute for efficient, courteous and dependable service and today, under complex situations the need for utilizing the skill and experience of the personnel in a systematic manner has become a matter of first importance.

Objectives of the Study:

(i) To determine future recruitment, selection and training needs.

(ii) To control wage and salary costs.

(iii) To ensure optimum utilisation of human resources presently employed.

(iv) To provide control measures to ensure that necessary human resources are available as and when required.

(v) To link human resource planning with organisational planning.

(vi) To assess the surplus and shortage of human resources.

(vii) To provide a basis for future management development programmes.

(viii) To facilitate productivity bargaining.

(ix) To meet the needs of expansion and diversification programmes.
FRAMEWORK OF THE STUDY:

(a) Research Design and Methodology:

It has been the endeavour of the researcher to make an empirical study by analysing and critically examining the relevant statistics collected from primary as well as secondary sources. The collection of primary data includes:

(a) Questionnaire;
(b) Interview;
(c) Discussion; and
(d) Observation

Secondary sources include procurement of facts and figures from published and unpublished material. Published sources are reports and official publications of international bodies, central and state and private publications such as journals, periodicals and dailies for different years. Unpublished data include records maintained by the government and private offices, studies undertaken by research institutions, scholars, executives and economists etc. With the help of thorough analysis of these data and their interpretation and examination, fruitful conclusions and findings have been formulated at the end of the study. A case study of Air Sahara, Jet Airways and ITDC has been undertaken in order to make the study more concrete and valuable.

(b) Non-Parametric Statistical Analysis:

For the purpose of analyzing the collected data, statistical techniques of mean standard deviation and skewness have been used. In order to study the
uniformity in the views of various respondents, chi-square test has been applied. The ‘t’ test has also been made use of.

(c) Sample:

100 employees (not below the rank of Assistant Managers and supervisory levels) in case of Air Sahara and Jet Airways and 125 employees in case of ITDC have been selected. The sampling method has been devised so as to ensure adequate representation for the entire population with regard to human resource development. The questionnaire (Appendix-I) consists of 28 statements, out of which 12 relate to ITDC which includes question on human resource planning, recruitment and selection, training and development and so on. The objective of framing questionnaire is as to elicit information relating to forecasting future requirements for human resources, determination of future recruitment and selection needs, linking human resource planning with organisational planning, providing a basis for future management development programmes, ensuring optimum utilisation of human resources presently employed, assessing the surplus and shortage of human resources, control of wage and salary costs, facilitating productivity bargaining and so on.

(d) Questionnaire Design:

Pilot survey has been undertaken for pre-testing the questionnaire. Questionnaire has been edited in the light of the results of the pilot survey. The questionnaire includes 28 statements relating to assessment regularly of the surplus and shortage of human resources, determination of levels of future recruitment and selection needs, determination of future training and management development needs, controlling of wage and salary costs, to
ensure optimum utilization of human resources employed, to provide a basis for future management development programmes, to make efforts to meet the needs of expansion and diversification programmes, full development of human resource information system, status of growth of productivity, unplanned manpower development leads to poor productivity, poor manpower planning leads to unencouraging profitability and any expenditure made in planning and development of manpower increases the cost of manpower and adds less to profitability, to identify and utilize the potential of the employees, whether human resource information system has been fully developed in the organization, employees feel that proper manpower national planning helps the people in the placement of jobs in the different areas of the country, employees feel that in spite of all the planned programmes still there is a very large unemployed or underemployed population and so on.

**Limitations of the Study:**

Every endeavour has been made to make this study as realistic as possible. However, certain constraints are unavoidable and this study is subject to limitation arising from them. These limitations are listed below:

(i) Some of the conclusions are based on the estimates, assumptions, observations and informal interviews.

(ii) Sample size remain medium and the margin of error associated with it could creep in to influence the inferences drawn in this study.
Conclusion:

The foregoing discussions sets out the framework of the research, the hypothesis of the study and its objectives. Research methodology as well as the tools for analysis of facts and figures in order to arrive at the inferences has also been explained.

The next chapter is devoted to the review of available pertinent literature on human resource planning.