Chapter - 4

MANPOWER PLANNING : THEORETICAL PERSPECTIVE

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Chapter 4

MANPOWER PLANNING : THEORETICAL PERSPECTIVE

The previous chapter presented a profile of the Indian Tourism sector which showed that the sector is highly rich in offering huge opportunities for the tourists to visit India. The country is endowed with tourist attractions of various forms like historical tourism, cultural tourism, adventure tourism, religious tourism and other sorts of tourism. As a result the number of tourists arrivals has been consistently on increase and the rate of growth continues to soare. The tourism sector is also an important; invisible contribution of foreign exchange to the country. However, much more can be achieved and the tourism sector may get a boost if the development of manpower is made in a scientific and systematic manner. This chapter accordingly is devoted to manpower planning aspect of tourism industry in India. It analyses and discusses the different aspects of manpower planning in the tourism sector.

Manpower Planning:

During the first part of 20th century, the focus in human resource planning was on the hourly production worker for increasing efficiency with the need to improve productivity and to introduce greater objectivity to personnel policies. In the 60s, prevailing view of manpower planning was that tourism industry forecasted their needs, identified the gaps between what could be needed and what was available. Manpower planners planned for recruitment, selection and placement of new employees, provided for training and development and anticipated necessary promotion end transfers.
During 80s, human resource planning, the employees desire for participation in decisions that affected their work and careers become stronger. In 90s’ concepts in vague were job sharing, reduced working hours, flexibility of time, significant reshaping of work and work customs, job design, job enrichment, empowerment, total quality management and business process re-engineering.

Effective human resource planning now is identified as a process of analyzing an organisation’s human resource needs under changing conditions and developing the activities necessary to satisfy these needs.

Manpower planning also refers to 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. Thus, manpower planning consists of projecting future manpower requirements and developing manpower plans for the implementation of the projects.

Tourism sector employees and volunteers need to be recognized as its valued ambassadors. They are, possibly, the most single factor in ensuring the successful management of tourism. It is, therefore, essential that the vital nature of the service that employees provide to visitors be recognized. Front-line workers especially, such as rangers and staff in visitor centers, are the visible public expression of the management philosophy behind the tourism sector’s operation. If the relationship between staff and visitors is positive, the benefits will be many.

In a well-run organization, management knows about its staff. It should have access to data on its labour force, especially about recruitment and turnover rates, as well as being generally informed about the welfare of its workforce. Good human resource planning and development create a workforce that is more likely to succeed. Therefore, tourism sector authorities that are committed to researching, hiring and developing their personnel by using appropriate human resource development strategies will be better placed to protect the environment, involve local communities and share the conservation message with tourists. If the staff are selected carefully and skillfully trained, tourism industry will operate more smoothly and tourists will undoubtedly notice, appreciate and share their appreciation with other potential visitors.

There are general trends in the labour force at large that can be used to improve human resource planning, recruiting and paying. In most countries, statistics on employment participation rates are compiled by national statistics agencies. This index is a measure of the proportion of people eligible for inclusion in the labour force who are actually in it, and can be used to protect labour force availability within different employment sectors. By comparing the participation rate with population demographics, a planner is able to identify which segments of the labour force to target to increase the success of recruitment efforts.

In many countries including India, there are wide variations between the availability of technically trained manpower and the actual demand for such personnel. On one hand, there may be severe shortage of technicians and engineers necessary for development and on the other hand
there may be a surplus of certain types and levels of personnel. The problem is not confined to developing countries alone. Despite the high level of their development efforts, the developed countries still have critical manpower shortages. These are no less serious than the problems confronting the less developed countries, but they are the consequences of a different set of imperatives or pressures. HRP differs from manpower planning – it focuses both on the quantitative and qualitative aspects.

Thus, at the national level, a proper and comprehensive HRP effort can help us identify the levels of skills, knowledge and attitude of the young graduates passing out in different disciplines, make a qualitative comparison of these with those of other nations, and realize those skills, knowledge and attitudes which are lacking with us or those which are our strong points.

Systematic analysis of manpower resources have to be continuously made. For this, databanks have to be set up with all relevant information regarding personnel in different grades, their educational qualification, their experience, special aptitude, etc. Forecast of manpower requirements will have to be made keeping in mind the trends in productivity and business environment.

The key to effective human resource planning is the analysis of the factors representing change – change that potentially affects survival, growth, efficiency and effectiveness, as well as excellence, productivity and profitability of business.²

Man power planning and human resource planning are synonymous. In the past, the phrase man power planning was widely used, but now the emphasis is on human resource planning which is more broad based.

According to Stainer, “Manpower planning is the strategy for the acquisition, utilisation, improvement and preservation of an organisation’s human resources. It is aimed at coordinating the requirements for and the availability of different types of employees”.3

Coleman has defined manpower planning as “the process of determining manpower requirements and the means for meeting those requirements in order to carryout the integrated plan of the organisation.”4

According to Gardon McBeath, manpower planning involves two stages. The first stage is concerned with the detailed planning of manpower requirements for all types and levels of employees throughout the period of plan, and the second stage is concerned with planning of manpower supplies to provide the organisation with the right types of peoples from all sources to meet the planned requirements.5

Beach defined human resource planning as “a process of determining and assuming that the organisation will have an adequate number of qualified persons available at the proper times performing jobs

which meet the needs of the enterprise and which provide satisfaction for the individuals involved.\(^6\)

According to Wickstrom, manpower planning consists of a series of activities, viz.\(^7\)

(a) Forecasting future manpower requirements, either in terms of mathematical projections of trends in the economic environment and developments in industry, or in terms of judgemental estimates based upon the specific future plan of a company;

(b) Making an inventory of present manpower resource and assessing the extent to which these resources are employed optimally;

(c) Anticipating manpower problems by projecting present resources into the future and comparing them with the forecast of requirements to determine their adequacy, both quantitatively and qualitatively; and

(d) Planning the necessary programmes of requirements, selection, training, development, utilization, transfer, promotion, motivations and compensation to ensure that future manpower requirements are properly met.

Velter defined human resource planning or manpower planning as, "the process by which management determines how an organisation should move from its current manpower position to its desired manpower position.

\(^6\) Beach, Dale S., Personnel Management of People at work, P. 411.

Through it management strives to have the right number and the right kind of people at the right places, at the right time, doing things which result in both the organisation, and the individual receiving, maximum long-range benefit”.

Thus it is clear from the above definition that manpower planning consists of projecting future manpower requirements and developing manpower plans for implementation of the projections. This planning cannot be rigid or static. It is amenable to modification, review and adjustments in accordance with the need of an organisation or the changing circumstances.

Manpower planning is the first step in any effective human resource programme. It involves predicting future human resource needs and planning the steps necessary to meet these needs. Effective human resources planning is a process of analysing an organisation’s human resources needs under changing conditions and developing activities necessary to satisfy these needs. Essentially, it is a method for determining future manpower requirements and developing action plans for meeting them. Manpower planning is part of firm’s total resource planning. It influences and is influenced by the firm’s business plans, interacts with organisation plans, and contributes to business decisions.

The Government of India, recognised the importance of manpower planning and setup the Institute of Applied Manpower Research, which aims at providing a broad perspective of requirements of trained manpower for

economic development in different fields. The institute is also required to arrange for facilities for advanced training in manpower planning to develop methods for training and building up the existing work force, to evolve methods of identifying and developing talented persons and, generally, to secure the most effective utilisation of the country's human resources.

In the third five year plan, the planning commission observed as follow:

"Of all the resources for development, perhaps the most fundamental at the present time is trained manpower.... The extent of manpower available and the training facilities established constitute a major determinants of the measure of advance which can be achieved in different directions... in each field personnel requirements have to be estimated carefully and over a long period. This calls for improved statistical information and development of techniques of manpower assessment so that the necessary estimates can be made with reasonable accuracy and a comprehensive picture build up for the economy as a whole.... manpower planning is, thus, an integral part of the economic plans formulated by the Central and State Governments and their agencies and, within their own specific fields, by industrial associations and other organisations representing different activities or interests as well as by individual undertakings and institutions".  

Manpower planning ranges overall activities of the department including recruitment, selection, placement, training, education, wage and salary administration, labour welfare, industrial relations and the like. This view obviously is considerably broader than viewing manpower planning as programming the staffing of the organisation.

Manpower planning is the system which ensures availability of men in terms of quality and quantity as and when they are required over a period of time. There are organisations which have worked out their manpower requirements ranging from a period of three years to ten to fifteen years. Manpower planning is the first and most important step to be taken with regard to the effective utilisation of human resources. The system of manpower planning would lead to better selection of people and effective job assignment. It would also manage to review performance of its employees. It would help in matters like transfers and promotions and in organising proper training activities.

Manpower planning represents an attempt to prepare for the future. Manpower planning provides the knowledge about present resources that an organisation must have in order to adopt adequately to sudden changes in such factors as technological advances, new markets, political and economic pressure etc.

Downsizing of manpower gives the correct picture about the number of people to be employed to complete given task in the predetermined period. It is used for achieving fundamental growth in the concern. It can work out the correct man on a correct price by the resource
building or capacity building. It aims at correct place, correct man on a correct job.

Thus manpower planning is must to make the optimum utilisation of the greatest resource available i.e. manpower for the success of any organisation.¹⁰

Dimensions of Human Resource Planning:

(i) At the national or community level, human resource planning has to deal with population, educational level and facilities, job opportunities, economic and industrial factors, paramount national or community objectives,

(ii) At the industrial undertaking level, human resource planning has to deal with certain very concrete, specific factors of the enterprise, such as its industrial products, skill requirements, and the time-frame of its production and marketing activities. But, all the same, the concern with broader things like the industrial infrastructure, educational level and facilities, political condition in the community, job market area wage structure is inevitable.

More specifically, the important dimensions of human resource planning are:

(a) Numerical: How many men from within the undertaking and how many from outside and at what levels of skill etc. are, important questions that human resource planning has to answer. The total

number of personnel available, this could be obtained from the pay rolls and other personnel record, such as the applications for employment. The total number has to be classified on some basis, such as manual worker (i.e. daily rated, weekly rated, or monthly rated); clerical employees, ministerial staff, managers and other executives, specialists and skilled and unskilled workers, sexwise distribution etc.

(b) **Trades**: What are the trades (traditional or modern ones), which different trades could be combined to afford flexibility and interchangeability in operations, etc, have also to be established.

(c) **Skill**: Within each trade, what levels of skill are necessary now and later, and how much later – how much skill, and in which grades, can be generated by on the job training within the industry? These are some of the considerations which are very vital to human resource planning.

(d) **Time**: Human resource planning can be rendered meaningless if the time dimension is not fully considered, and integrated in the planning. When and at what stage of operation, are the men to be engaged; if training is required what lead time must be provided so that the required number of trained personnel are available at the right time, are factors which just cannot be ignored.

(e) **Motivation**: What use are the men – in right numbers with right skills and at right time – if they are not willing to give their best? Therefore, human resource planning in broader sense, must also include recommendations for proper wages, working conditions and just and fair treatment at the workplace so as to create and maintain an
environment at the workplace which will motivate the men to give their best.\(^{11}\)

(f) **Qualification and Experience** : The educational qualification and the professional skill desired, such as person having experience of 5 years or 10 years in a particular branch/job; and whether educationally qualified being under-graduate, post-graduate, or MBA, or graduates in Science, Commerce, Arts, Engineering or professional diploma holders, etc.; or with specialised skill and knowledge in the field of marketing, finance, computer programming or engineering work.

(g) **Job-family** : A detailed job description for each position such as stenographer who may belong to various departments, e.g. personnel, finance, marketing, general administration, and public relations etc.

(h) Compensation/salary range/pay-scales,

(i) Age groupings: Employees available in present departments, say in the age-groups 20-29 years, 30-45 years, 46 years and above.\(^{12}\)

**Human Resource Information System (HRIS)** :

Organisations are now maintaining Human Resource Information system in order to effectively manage and deal with their human resource aspect. Human Resource Information System (HRIS) is a systematic procedure for collecting, storing, maintaining, retrieving and validating data

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needed by an organisation about its human resources. Human Resource Information System (HRIS) is a part of the organisation’s larger Management Information System (MIS). Human Resource Information System need not be complex or even computerised. But computerisation has its own advantage of providing more accurate and timely data for decision making. It helps for efficient and effective management of human resources in an organisation.

**Need of Human Resource Information System (HRIS)**: Need arises of Human Resource Information System (HRIS) due to several factors, some of which are given below:

(i) Clear definition of goals.

(ii) Efficient and effective management of human resources in an organisation.

(iii) Availability of accurate and timely information about its human resources.

(iv) Career planning and counselling at all levels.

(v) To respond to ever changing statutory and other environment.

(vi) Capable for strategic planning.

(vii) Low cost of stored human resource data.

(viii) Implementation of training programme in an organisation.

(ix) Development of individual through performance, rewards and training.
(x) Allowances and deductions from compensation package.

(xi) Development of performance standards.

(xii) Flexibility for changes in environment.

(xiii) Capability to quickly and effectively problem solving.

(xiv) Integration of records and files for fast retrieval, forecasting and cross referencing.

(xv) To comply with statutory requirements

(xvi) Transfers, promotions and organisational analysis, etc.

**Manpower /Human Resource Planning Process:**

Human resource process starts from planning. Human resource planning considers matching all jobs and individuals in future. The organisation can achieve this by taking systematic human resource planning. The process of human resource planning entails consideration of several steps with relevant inputs before human resource demand can be arrived at on the one hand, and identification of the source of supply to meet the demand taking into consideration the constraints on the other hand. Various stages involved in human resource planning are given below:

(j) Deciding Goals or Objectives of Human Resource Planning: Human Resource planning fulfils individual, organisational and national goals: but, according to Sikula, "the ultimate mission or purpose is to relate future human resources to future enterprise needs so as to maximise the future return on investment in human resources."

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The chief objective of manpower planning is one of matching or fitting employee abilities to enterprise requirements, with an emphasis on future instead of present arrangements. Human resource plans need to be based on organisational objectives. In practice, this implies that objectives of the human resource plan must be derived from organisational objectives. Specific requirements in terms of number and characteristics of employees should be derived from the organisational objectives.

**Fig. 4.1 : Showing Manpower Planning Process**

[Diagram of manpower planning process]

(ii) **Forecasting the Manpower Requirements:** Estimating the future quantity and quality of personnel required. Many environmental factors affect this estimation. They include business forecasts, expansion and growth, design and structural changes, management philosophy, government policy, product and human skills mix and competition. Forecasting is necessary for various reasons, such as; (a) The eventualities and contingencies of general economic business cycles (such as inflation, wages, prices, costs etc.) have an influence on the short-range and long-run plans of all organisations (b) An expansion following enlargement and growth in business involves the use of additional personnel, and a reallocation of facilities, all of which call for advance planning of human resources. (c) changes in management philosophies and leadership skill styles.(d) Very often, changes in the quantity or quality of products or services require a change in the organisation structure. Plans have to be made for this purpose as well.

In determining the requirements of human resources, the expected losses which are likely to occur through labour turnover – quits, retirement, death, transfers, promotions, demotions, dismissals, disability, resignations, lay-offs, and other separations – should be taken into account. Changes in human quality resulting from the experience gained in the jobs during the period and the training achieved also need to be considered. The addition of
new projects also influence the demand estimates of human resources. The basic fact to remember is that the human resource in an organisation constantly changes in terms of its present and future size. Additional human resources are gained through new employment of personnel, promotions, transfers and demotions; but personnel is lost through voluntary quits, death, dismissals, terminations and retirements.

After making adjustments for wastage, anticipated and expected losses and separations, the real shortage or surplus may be found out. If a shortage is there, efforts are made to meet it either by new recruitment or promotion from within, or by developing the existing staff. If there is a surplus, it is to be decided how it will be dealt with, i.e., whether there should be transfers, lay-offs, retrenchment or reduction in the hours of work of all.\textsuperscript{14}

(iii) Human Resource Inventory Or Forecasting Supply of Human Resources:

It is estimates of the number and kinds of personnel that can be expected to constitute an organisation’s workforce at some future point in time. It is based on a careful assessment of an organisation's current supply, plus consideration of employee movement into and out of organisations.

Supply analysis covers existing human resources, internal sources of supply and external sources of supply.

\textsuperscript{14} Cox, Ame, (1968), ‘Personnel Planning; Objectives and Methods – Presentation of Integrated System ‘Management International Review’, Vol. 8, No. 4-5, pp. 104-114.
Internal sources includes transfers, promotions and demotions.

Manpower inventory helps in determining and evaluating the quantity and quality of the internal human resources. It reveals what exists in stock of manpower and what can be expected in future. It also indicates the possible shortfalls in comparison with expansion requirements and the future organisation structure.

Once the present human resources are assessed the changes likely to occur therein can be estimated. Potential losses of human resources can be arise in the form of resignations, discharge, or dismissals, deaths, retrenchments or lay-off, terminations, demotions, promotions, transfers, injury, ill health, deputations out, consultancy out, absenteeism.

Similarly, additions to human resources may occur in the form of new recruits, promotions, demotions, transfers deputations in, consultancy in, acquisition of new skills through training, etc.

**Fig. 4.2 : Showing Human Resource Flows in a Tourism Organisation**

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<tr>
<th>Inflows</th>
<th>Outflows</th>
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<td>New Recruits</td>
<td>Promotions</td>
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<td>Promotions</td>
<td>Demotions</td>
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<td>Demotions</td>
<td>Transfers</td>
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<td>Transfers</td>
<td>Retirements</td>
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<td>Terminations</td>
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<td></td>
<td>Resignations</td>
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<td>Deaths</td>
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(iv) **Identification of Gap Between Available and Required Human Resources**: Once an organisation's human resources requirements and supply are forecast, the two must be compared.

Such comparison will reveal either deficit or surplus of human resources in future. Such comparison helps in order that vacancies can be filled by the right employees at the right time.

(v) **Action Plans**: After identification of the human resources gaps plans are prepared to bridge these gaps. Plans to meet the surplus human resources may be transfers, promotions, demotions and retrenchment etc. Deficit can be met through new selection, promotions, demotions, transfers, and training etc.^{15}

**Significance of Human Resource Planning**:

Followings are the main significance of Human Resource Planning -

(i) It provides information about the manner in which the existing personnel are deployed and the kind of skills required for different jobs.

(ii) It serves the purpose of a planning and control technique.

(iii) It assesses future accommodations requirements.

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(iv) It anticipates redundancies and avoids unnecessary dismissals.

(v) It determines the recruitment level.

(vi) It gives an indication of the lead time available to select and retain the required additional manpower.\(^\text{16}\)

(vii) It accurately estimates the number of personnel required.

(viii) It help utilising the existing manpower more productively in relation to the job requirements.

**Need For Manpower Planning** –

Manpower planning is a means of preparing for future contingencies, estimating the likelihood of their occurrence and determining what should and can be done, when, if, and as they arise. It is, in effect, a means of controlling and manipulating the future through minimizing uncertainty. Manpower planning requires foresight, determination and an awareness of what is happening and is likely to happen which will affect the life of the enterprise. This is a difficult task because of the nature of our changing circumstances.\(^\text{17}\)

**Human Resource Accounting (HRA):**

The recent trend in manpower planning and control emphasizes the relevance of human resources accounting for formulating an effective

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manpower plan. The efficiency of a plan is also measured on the 'cost control aspect' taken into account by the plan. The realm of manpower planning is very wide, and 'manpower planning is very wide, and 'manpower budget' is the pertinent section in it which takes care of the cost aspect of the plan. Though, at present, human resource accounting is not being incorporated into any of the published financial statements of companies, many managers have taken cognisance of HRA's potential as an aid to manpower planning, especially in maintaining the manpower budget of an organisation.

Human resources accounting envisages capitalization of all expenses (not utilized within a financial year). The endeavour of a 'management' must be to have such a manpower budget which will have a balancing effect on attritional effects of manpower cost, and the appreciating effect of expansional costs of manpower. This is accomplished with the active aid of HRA as a tool.\(^\text{18}\) Das\(^\text{19}\) conceived the human resource accounting as the process of identifying, measuring and communicating informations necessary for manpower planning and control. It is used as a tool for the acquisition, training, development, allocation, maintenance and utilization of human resources in the organisation.

**Manpower Plan:**

A manpower plan is a document on the basis of which the management of the organisation can strive to have the right number of people possessing the right type of skills at right times, in right jobs and at right places with a view to enabling the organization to achieve its short-term and long-term goals. The term ‘manpower planning’ makes different sense to different people. To some, it is training and development of managers in the areas of decision making, communications and human behaviour. To some other people, it is estimating the future manpower requirements in quantitative terms. The first group considers manpower planning exclusively in qualitative terms, whereas the second group expresses it in mere numbers. It needs to be realized that without quantitative forecasts of future manpower requirements, the training and development programs are likely to be divorced from reality. An undue emphasis on numerical forecasts, on the other hand, may result in ignoring the qualities that need to be properly developed up to a desired level. What is essential is a suitable mix of both the approaches thereby producing an integrated manpower planning process.

A manpower plan must be set of two plans namely manpower demand plan, and manpower supply plan.

Manpower demand plan should spell out the manpower requirements of the organisation. It should, in principle, have five dimension: (i) quantitative (ii) qualitative, (iii) temporal, (iv) locational,(v) Job-positional. In case of organisations having office(s) at one place only, the fourth dimension is redundant.
Manpower supply plan is a reflex action to the manpower demand plan. It tries to present a set of alternative solutions to the problem of mobilising human resource as posed by the manpower demand plan. According to sources of supply, it subdivided into two distinct plans namely, a plan for supply from internal sources and a plan for supply from external sources. Both these plans naturally have the five dimensions stated above for the manpower demand plan. Modes of supply in case of the first supply plan are lateral and vertical transfers within the organization and that for the second plan is recruitment on temporary or permanent basis.20

Objectives of a Manpower Plan:

(a) To integrate the plan with the long-range and short-range corporate planning.

(b) To ensure the optimum use of the human resources currently employed.

(c) To provide for the future manpower needs of the enterprise in terms of skills, numbers and ages.

Tools and Techniques of Manpower Plan:

In order to achieve these objectives, the following concrete action-plans are suggested:

(i) Determine manpower needs – draw up manning tables and need forecasts,

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(ii) Formulate plans for job-rotation, promotions and transfers where warranted and possible,

(iii) Draw-up training needs, design, phase out and ensure timely conduct of the training programmes,

(iv) Determine the time-table for recruitments and the levels at which the intake should take place,

(v) Draw-up, in terms of (I) above, deployment or inter-changeability plans for the existing and proposed manpower by trades, departments, units, so that imbalances are avoided,

(vi) Maintain a constant audit on the results achieved (or not achieved) and a control on costs.²¹

Manpower planning tends to start with management – down to first level supervision. More elaborate and advanced plans may involve the entire workforce, particularly in organizations such as railroads with strong unions, substantial skill and experience requirements at all levels, and labour redundancy problems.

Plans are dependent on objectives and forecasts. These must be continually updated; consequently, the manpower plan must be continually examined in the light of changing needs and circumstances. Some aspects may not change.

In initiating formal manpower planning it is probably wisest to aim at three to five years, with the greatest emphasis being put on the initial one

Manpower planning should be co-ordinated and implemented by a corporate staff responding directly to top management. There is as yet no established pattern as to what organizational unit the Manpower Planner should belong. In some instances he may be part of personnel; in others, corporate planning, and in still others the function has been combined with Organizational Planning.

The actual planning must be done throughout the company, the Manpower Planner will determine the kinds of information required; act as a catalyst in obtaining this information, collate, analyse and summarize it in total corporation terms, work with line management and the personnel Department in developing action programs, and then monitor these programs to ensure that objectives are met.22

Manpower programming permits, on a totally integrated basis, the design and implementation of action programs to assure that the manpower needs of the firm are met over time. These programs entail all of the traditional personnel functions, but the emphasis here is on the acquisition and development of manpower skills. Thus, the functions of employment (recruitment, selection and placement) and education and training receive prime consideration.

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Changes in manpower programs will take the form expansion, adjustment, contraction, or a combination of these. A complete description of action programs to meet manpower requirements would be unrealistic since the possibilities are almost innumerable.

Conclusion:

From the foregoing discussion, it may be concluded that human resource planning ensures adequate supply, proper quantity and quality as well as effective utilization of human resources. Human resource planning is needed for foreseeing the human resource requirements of tourism organization and supply of human resources. Manpower plans ensure a continuous supply of trained people as and when the need arises. Long-term planning is concerned with fulfilling future vacancies rather than matching the present incumbents to present jobs.

The succeeding chapter deals with Recruitment and Selection in Tourism Sector and a case study of Hotel ‘The Park’, New Delhi.