

**Certificate Course
in
Human Resource Planning & Development**

Course Contents



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Module I- Human Resource Planning (HRP)

HRP is one of the core modules for the Certificate Course in *Human Resource Planning and Development*.

In Semester 1 the learners should be able to comprehend the fundamentals of human resource planning: concepts, key elements, processes and policies in an integrated framework. Shortage and surplus are serious problems of certain categories of manpower and they need to be looked at both from a demand and a supply perspective in order to comprehend the problem and surmount it. Utilization of manpower inter alia depends upon the economic base that includes farm and non-farm based activities. As the economy transforms, it influences the production system, employment characteristics by industry, occupation groups, education and skill levels. It is, therefore, of paramount importance to look into the process and utilization of manpower resources in order to sustain growth. The students should understand the classification system of industries and occupations, and relevance of such classifications. Subsequently, they are expected to comprehend the dynamics of human resources in terms of current manpower situation.

In semester 2 the students will learn the concepts, techniques and issues for assessing the future manpower situation that are critical for understanding the dynamics of manpower. The contents of this semester would help participants to learn the rudiments of demand and supply forecasting techniques and also the labour market approaches for manpower planning. The students will also learn organizational human resource planning in terms of concepts, techniques and issues; and their significance at organizational level. Technology has profound implications on human resource planning and the students should be able to relate this relationship distinctly. Yet another important dimension of human resources is to focus on human development and social security aspects that are central to contemporary development debate. This section will help students to comprehend the approach to human development issues and challenges in a wider perspective.

Semester I: Human Resource Planning

1. Concepts

- Definition and Basic Elements of Human Resource Planning
- Quantitative and Qualitative Aspects of Human Resource Planning
- Macro and Micro Dimensions of Human Resource Planning
- Importance of Human Capital in Economic Development

2. Manpower Requirement: Surplus and Shortages

- **Manpower Requirements: Concepts and Issues**
- **Manpower Surpluses**
 - Frictional Surpluses
 - Conditional Surpluses
 - Structural Surpluses
- **Manpower Shortages**
 - Obvious Shortages
 - Hidden Shortages
 - Frictional Shortages

3. Utilization of Human Resource

- Different Options for Utilization/Development of Manpower
- Non-Utilization and Under-Utilization of Human Resources

4. Migration

- Concepts and Types of Migration
- Implications of Migration on HRP

5. Classification of Industries and Occupations

- Concepts and Issues
- International Standard Classification of Industries

6. Assessing the Current Manpower Situation: Concepts, Techniques and Issues

- Assessing the Size and Composition of Current Labour Force and Employment
- Assessing the Current Manpower Surplus and Shortage

Semester II: Human Resource Planning

1. Assessing the Future Manpower Situation

a. Supply of Manpower

- Estimating Increase in the Future Labour Supply of Manpower at Macro Level
- Estimating the Supply of Educated and Trained Manpower: The Future Supply of Manpower at Micro-Level

b. Demand of Manpower

- Manpower Demand Forecasting: Factors involved
 - Estimating Demand at Macro Level
 - Estimating Demand at Micro Level
 - Manpower Demand Projection Methodologies
- a. Employers Survey Method
 - b. Manpower Requirements Approach
 - c. Normative Method
 - d. International Comparison Method
 - e. Input-Output Model
 - f. Rate of Return Analysis Method

2. Labour Market Approaches

- Concept and Definition of Labour Market
- Labour Market Approaches to HRP

3. Human Resource Planning at Organizational Level

- Organization Analysis: Concept and Technique
- Work Measurement: Concepts and Technique
- Role and Importance of Technology Management vis-à-vis HRP

4. Human Development and Social Security :

- Concepts and Issues of Human Development
- Construction of Human Development Index
- Types of Social Security and Its implementation

5. Integrated Approach to Human Resource Planning

Module II- Human Resource Information System (HRIS)

Information is vital for any decision making process. In fact, no plan, programme, project or action can be executed in a rational manner without information. In other words, a reliable information system which is capable of storing, updating and retrieving information is an essential prerequisite for planning. Therefore, Human Resource Information System (HRIS) is essential for Human Resource Planning and Development.

HRIS can be defined as an "Information system which provides comprehensive data and information on all aspects of human resource development and is capable of being utilized in a regular and continuous manner".

In the module on HRIS a broad spectrum of topics and sub-topics connected with development of information are taken up in detail. The broad topics covered in this particular module are data requirement for human resource planning at micro and macro levels, methods and techniques used for generating information etc. The module also covers in detail the labour market information as an instrument for manpower planning, development of labour market information system, database design and management etc. Besides these, survey techniques and manpower surveys are also taken up in detail in this module.

Semester I

1. Concept and General Issues of HRIS
2. Data requirement for Human Resource Planning at Macro level
3. Data requirement for Human Resource Planning at Micro level
4. Methods and techniques used for generating information
5. Manpower Survey: Concept, Structure, Design and Techniques

Semester II

- 1) Labour Market Information (LMI)
 - a) Definition of LMI
 - b) Main characteristics of LMI
 - c) Types of LMI
 - d) Sources of LMI

e) Importance of Labour Market Information

- 2) Key Informant System ó its role in LMI Programme and Manpower Planning
- 3) Labour Market Information System ó Basic Issues and Problems
- 4) Planning of National LMI Programme
- 5) LMI Situation in Developing Countries
- 6) Development of Labour Market Information System

Module III- Human Resource Development (HRD)

HRD is one of the core modules of the Certificate Course in *Human Resource Planning and Development*. This module provides the students with a synoptic view of the field of HRD. The emphasis is on how HRD relates to all aspects of one's life ó whether at individual, at micro or at macro level. As the course progresses, extensive group discussions focus on identifying how new theories differ from old, and in considering the relationship between theory, research, and practice for determining òwhat worksö. Students are also encouraged to critically reflect on the broader social implications of changes taking place around them in the world.

The process of economic development is nothing but the process of expanding the capabilities of people. The ultimate focus of economic development is Human Resource Development. This is a two-way process. Although there are many dimensions of human resource development, the most important is when you seek to motivate human beings to perform to their maximum capacity. Empowerment of women is another concern for HRD. The goals are the fulfillment of material, cultural and educational aspirations of people and imbibe a sense of pride in them.

In the organizational sense, HRD is a process by which employees of an organization are helped in a planned way to acquire capabilities required to perform various tasks as individuals and to develop organizational culture. In the national context, HRD is a process by which people in various groups are helped to acquire new competencies for self-reliance, self-confidence and self-support. HRD is not welfare. It must raise the quality of life. Training is the ladder by which HRD is accomplished and nurtured. Training alone can improve the existing capabilities of human resources and help them to acquire new capabilities needed for the fulfillment of growth in different sectors of the economy.

Economy Planning has become an essential part of developing policies. It has also been realized that planned development of human resource is needed and that highest level of economic development in a country is possible only when properly trained manpower is available according to the technological needs of the country. Manpower Planning is intimately connected with economic planning that determines its objectives; and educational planning helps to shape its methods. There is a wide measure of cooperation between economists and educationists.

Every country when formulating guidelines for effective solution to the problem of employment, underemployment and unfilled vacancies, has realized that knowledge of labour specialists, general magnitude and composition of present and future labour supply/demand of manpower for major industries and occupation is essential.

Linkages of Human Resource Development with Other Aspects of Planning

Training and education of manpower for the development of the economy is a long-term process. Training and education of labour force has to be planned in advance to ensure availability of

educated manpower of right types in right number and to avoid the use of scarce resources in educating more people than required or to prevent shortage of manpower of requisite types acting as a bottleneck of development. The need for treating human resource planning and development as a part of general economic planning arises from the fact that the changes in economic structure necessitates changes in the structure of manpower also.

Objectives

- This module will help in understanding the importance and the role of overall development of individuals, nations and organizations.
- It will provide an understanding of practice of human resource development in organizations along with its relationship to related fields of practice such as human resource management and organizational development.
- It enables the students to learn different methods through which HRD needs are responsible and accountable for achieving better results.

It helps the participants to be effective human resource professionals, as well as make them responsible and accountable.

Semester I: Human Resource Development

Basics of HRD

HRD: Concept & Issues

1. Need of Human Resource Planning and Development

- What is development, what are its components, the role of human resources in Planning and development, concepts and issues, Approach, HRD ó Macro and Micro.
- Concepts, evolution, importance, Management vs. Personal Management: issues, objectives, scope, implications, future challenges, policies and functions. The relationship between HRM and HRD.

HRD at Micro Level (to be contd.)

1. Organizational Culture & Change Organization

- Concepts, culture and values, nature of culture vs. work culture, types of culture, characterizes of work culture, essence of organizational culture.
- Concepts, Needs of Change, Nature and causes of organizational change, factors in organizational change, change process, organizational change management, Styles of change in organization, resistance to change, and overcoming resistance to change, Impact on HRM.

2. Strategic Planning and organizational Development and Organizational Effectiveness

Meaning and concept, strategic Planning Process, Information for Strategic Analysis, Environmental Scanning, implementation, monitoring and control, Nature of Organizational development, Characteristics of OD, OD and management development, OD interventions or Techniques, various approaches to team building, problems in Organizational development.

3. Job Design, Job Analysis and Job Evaluation

Concepts, purpose of job design, job analysis, job evaluation, elements of job design, task analysis, workers analysis, evaluating and pricing Jobs, job design techniques, process of job evaluation, steps in job analysis, use of job description.

4. Techniques, Tools of HRD

(i) Motivation

Concepts and definition, factors for motivation, need, how motivation, theories of motivation, motivation at micro level, tools for motivation, employees and motivation.

(ii) Leadership

Meaning, leadership styles, leadership theories, relationship and management theories, frameworks of leadership. meaning and characteristics of group, types of groups, stages of group formation, group norms, group decision making, principles of group dynamics, impact on organization.

(iii) Communication

Communication Process, purpose and function of communication, forms of communication, barriers of communication, overcoming barriers to communication.

(iv) Performance Appraisal

Concepts and need of employee review, concept of performance appraisal, approaches of performance appraisal, types of appraisal methods, benefits of performance appraisal, principles of performance appraisal design, appraisal procedure, problems of PA.

HRD Issues at Micro Level (to be contd.)

1. Recruitment and Selection

Concepts, importance of recruitment and selection, recruitment vs. selection, factors effecting recruitment, components of the recruitment policy, sources of recruitment, steps in selection process, factors effecting recruitment policy

2. Employee Compensation, Rewards and Incentives

Meaning and features, determinants of incentives, types of rewards and incentives, wages and salary administration, designing and administering compensation, managing benefits in organization

3. Training and Development

What training is, need of training, achievements of training, training system and subsystem, training as an integrated process, assessment of training needs, training strategy, determinants of training needs, assessment, training need analysis --- a case study, training needs at different levels, evaluation of training programme and design, training monitoring such as tracer study.

4. Career Management --- Succession Planning

Concepts, process of career planning, purpose and objectives of career planning, career counseling, limitations, what makes career planning a success?

Semester II: Human Resource Development

HRD Issues at Macro Level

1. Health Perspectives and HRD

Health Manpower Planning, Need, Process of Health Manpower Planning, Manpower Assessment, Development of Health Resources, Linkages between Manpower Development Process and Delivery of Health Care services.

2. Technology restructuring and HRD in changing Economic Environment

Technology and Globalization, Technology and HRM, Global workforce, Changing nature of Employment Relationship, HRM AND change, Management Innovations, Knowledge Management, E- Governance, ICT, RTI, E-learning.

HRD in changing Global Scenario

1. Cross-Cultural Management and Diversity Management

Concepts, Context of Societal Culture, Individualism and collectivism, Communication in International Environment, Motivation across cultures, Role of Manager, Impact of culture in Cross- cultural Environment.

2. Managing the Global Impact and HRD Needs of Developing Countries

Globalization and impact, People dimension of globalization, challenges, Role of managers, Development areas for Global business, Need for Empowerment in Global context, ILO Standards on Human Resource Development: Implications for Industry, ILO's HRD Convention: An Overview, Globalization and HRD

Module IV- Employment Policy and Programming (EP&P)

Semester I: Economic Theory

The human resources are multidimensional in nature. From the national viewpoint, human resources may be defined as the knowledge, skills, creative abilities, talents and aptitudes obtained in the population; whereas from the viewpoint of the individual enterprise, they represent the total of the inherent abilities, acquired knowledge and skills as exemplified in the talents and aptitudes of its employees. Human resource can be defined as the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as values, attitudes, approaches and beliefs of the individuals involved in the affairs of the organization. It is the sum total or aggregate of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the persons employed in the organization. Economic Development is the increase in the standard of living in a nation's population with a sustained growth from a simple low income economy to a modern high income economy. Economic Development is an important ingredient, necessary for human development. On the other hand, if the quality of life is improved, economic development may be enhanced. Its scope includes the processes and policies by which a nation improves the economic, political and social well-being of its people.

Section 1: Micro Economics

The introductory lecture of any module should start with the scope and method of the discipline. Hence, the first module of the first semester starts with the scope and method of Economic Analysis. This topic is followed by the Theory of Demand and Supply. Here, among many other theories of Demand, the Ordinal Utility theory is discussed. This theory is taught through Indifference Curve Analysis. Lastly, we discuss the Theory of Distribution after learning about the Theory of Firm under different market conditions like Perfect Competition, Monopoly etc.

Section 2: Macro Economics

Micro and Macro are two main divisions of any economic phenomenon. Generally, any economic analysis is undertaken from micro as well as macro point of view. So, in the module, besides micro economics, macro economic theory is also included to have a comprehensive knowledge about economic analysis and structural change. Structural change refers to a long-term and widespread change of the fundamental structure of output and employment, rather than micro scale or short-term output and employment.

The topic of Macro Economics has been started with the Introduction to Macro Economics and Macro Economic Variables. National Income is one of the most important macro economic variables, so the variable and its estimation have been included in the module. After this topic, Monetary and Fiscal Instruments of an economy are discussed.

Outcome

At the end of these two sections, the students will be able to learn the fundamentals of micro and macro economics. This theoretical background will provide the basis for understanding the economic processes and policies of any economy.

Section 3: Economic Growth and Development

In this module, the meaning of growth and development and the conceptual difference between the two are discussed. Poverty is one of the most important hindrances to development. Hence, the conceptual issues of poverty, poverty-employment nexus and different dimensions of poverty are taught. It is also required to know the range of policy options for poverty eradication. Lastly, Poverty and Labour Market Structures are taught to explain the relationship between the two.

Outcome

The outcome of this section is to make clear the conceptual difference between growth and development. At the end of this section, the students will also learn the concepts of poverty, the nexus between poverty and employment and the policy options for eradication of poverty. The students will also be able to know the relationship between poverty and the structure of labour market.

Section 4: Economic Policy and Planning

After setting the objectives of Development Planning and prioritizing it, formulation of policy, and the instruments of formulation need to be studied. Then, there is the topic of Choice of Techniques. After discussing objectives, instruments and the techniques, other policies like trade policy and development and urbanization are taught.

Outcome

Through this section, students will be able to have an understanding of the objectives of development planning. They will also learn how to formulate policy along with all other components of Economic Planning such as Trade Policy, Policy of Urbanization etc.

Semester I- Economic Theory

1. Micro Economics

- i. Elementary theory of demand and supply
- ii. Utility theory of demand and supply
- iii. Theory of Production

- iv. Theory of Cost
- v. Theory of Firm
- vi. Theory of Distribution

2. Macro economics

- i. Introduction to Macro Economics
- ii. National income and its estimation
- iii. Money Supply and Demand for Money
- iv. Inflation: Measurement and Impact
- v. Fiscal Instruments

3. Economic Growth and Development

- i. Meaning of Growth and development
- ii. Poverty: Concept and issues
- iii. Poverty and labour market Structures

4. Economic Policy and Planning

- i. Development Objectives and Priority setting in Economic Planning
- ii. Choice of Techniques

Semester II: Employment Policy

After having discussed the micro and macro economic concepts, the concepts of growth and development and the issues of economic policy and planning; one needs to have knowledge of the employment policy and planning of an economy. Gainful employment of the workforce being the driving force of an economy leads to human resource development, in general and economic development, in particular.

Section1: Employment Policy

The first section titled, Employment Policy, starts with the conceptual issues of employment, unemployment, under-employment. Then, employment problems in developing countries are discussed. To cope with the problems, the specific objectives, strategies and instruments of employment policies are taught thereafter.

Outcome

The outcome of this section is to make clear the concepts of employment, unemployment and under-employment. The students also know the employment problems of developing countries as well as the objectives, strategies and instruments of employment policies.

Section 2: Dimensions of Employment

The second section of the module starts with major dimensions of employment such as rural and urban employment. Then, the topic titled, Agricultural Transformation and Rural Development, needs to be discussed. After these two topics, Urban Employment is taught. At the end of the discussion on Rural and Urban Employment, Employment in Informal Sector would be discussed. Skill Mapping is taught to understand the mismatch of available skills and their requirement, and the policies to enhance productivity. Then, the topic on Women and Employment would be discussed as the gender perspective of employment also needs to be brought in the course content. After this topic, Child Labour and its different dimensions will be taught.

Outcome

At the end of this section, the students will learn major dimensions of employment i.e., rural and urban employment, and informal sector employment. They will also learn women's employment and child labour.

1. Employment Policy

1. Employment, unemployment and underemployment
2. Employment problems in developing countries

3. Objectives and strategies of employment policy
4. Employment policy instruments

2. Dimensions of Employment

- i. Rural Employment and Unemployment
- ii. Urban Employment and Unemployment
- iii. Informal Sector Employment: Concepts, definitions and characteristics
- iv. Training in informal Sector
- v. Skill mapping for enhancing productivity
- vi. Child labour and employment

3. Decentralised planning

- i. Decentralised Planning: Concepts and Approaches

Module V- Educational Planning (EP)

This module focuses on the importance of Education Planning for the development of human resources of any economy.

Semester I: Planning in Education

Section 1: Essentials to Educational Planning

Objectives

This section aims to impart conceptual understanding of educational planning, its evolution and linkages between Micro and Macro issues of educational planning and interpersonal linkages.

Outcome

At the end of this module, participants will have learnt about the evolution of education planning along with macro and micro level issues of educational planning. It also examines why micro and macro planning linkages are necessary for the development of any nation.

Section 2: Education Planning and Policy Issues

Objectives

This section aims to make the students aware of the need and importance of education as a tool for developing human resources along with the benefits of education, and different types and systems of imparting education in the developing countries. Also covered are questions like: why autonomy and accountability in higher education is necessary and how open and distance learning system and non-formal education are contributing to educational development of a nation? It also explains how government, NGOs and voluntary organizations, Private Organizations and Industry have been playing an important role in the educational development of a country.

Outcome

At the end of this section, participants will have learnt about need for, and types of, education delivery system/mechanism of education in developing countries and its impact on the economy. They will also acquire knowledge about how NGOs and other voluntary organizations are contributing to educational development of a country.

Section 3: Human Capital Formation

Objectives

This section aims to explain how education is responsible for human capital formation of a nation, through this section the participants will know about consumption benefits of education as well as external benefits to society at large from education along with neighborhood and employment related benefits. Evaluation and advantages of cost benefit analysis is another important issue of this topic.

Outcome

At the end of this section, participants will acquire knowledge about education as consumption or investment goods, human capital formation through education as well as advantages of education.

Planning in Education

Section 1 Essentials of Educational Planning

- **Concept and Evolution of Educational Planning**
 - Types of Educational Planning
 - Social Demand Planning
 - Rate of Return Planning
 - Manpower Planning
 - Micro and Macro Planning
- **Linkages between Micro and Macro Educational Planning**
 - Departmental Linkages
 - Core Group Linkages
 - Plan and Non-plan Linkages
 - Institutional Linkages
 - Unified Approach for a Workable Plan
 - Need for Development Climate

Section 2: Education Planning and Policy Issues

- **Educational Planning as a Tool of Social and Economic Change comprises of**
 - Contribution of Education on Development
 - Policies that attempt to Improve the Quality of Education
 - How Education Improve labour Outcome.
- **Autonomy and Accountability in Higher Education**
- **Accreditation in Higher Education**
 - Origin and Development of the Concept/definition
 - Basic Principles of Accreditation
 - Experience of other countries followed by Indian examples
 - Recognition and Accreditation Agencies of India
 - Types of accreditation
 - Basic characteristic of accreditation
 - Objectives of Accreditation, and Parameters of accreditation
 - Benefits of accreditation etc.
- **Vocational, Professional and Technical Education**

- Concept and Characteristics of Profession
 - Difference between Liberal Education and Professional Education
 - Types of Professional Education
 - Teachers Education (History and Types)
 - Technical Education (History, Concept and Present Status of Technical Education in India)
 - Vocational Education (History, Concept, Need and Issues of Vocational Education)
- **Open and Distance Learning System**
 - Concept, Difference between Distance and Conventional Learning
 - History of Distance Learning in India
 - Open and Distance Learning System (IGNOU as Case Study)
- **Role of Government in Educational Development**
 - Formulation of Educational Policy
 - Preparation of Plans
 - Short/Long-term Perspective Plan
 - Annual and Five Year Plan
- **Role of Government in Educational Planning**
 - Provision of Funds
 - Provision of Levy Education SESS
 - Fixing of Educational Norms
 - Empower Weaker Section and Women
 - Efforts to Reduce Imbalances (Girls and Boys/Rural and Urban)
 - Efforts to Stop Malpractices in Education (Capitation Fee)
- **Role of Non-Government/Voluntary Organizations/Private Organizations and Industry in Educational Development**
 - Provide Support to Government and Statistics related to Education
 - Voluntary Organizations ó To provide innovative ideas to the private/private institutions (donor and financial support, adoption of institution etc.)

Section 3: Human Capital Formation

- **Economics of Education covers**
 - Financing cost for Higher Education through various Sources, and
 - Costs modification and Modifications of Returns from Education

- **Education as a Consumption or Investment Goods**
 - Objectives of Imparting Education
 - Education in the National Income Accounts
 - Terms of consumption, Investment, Consumption Benefit of Education
 - Goods, services, Investment Expenditure
 - Correlation approach and Rate of Return Approach

- **Cost Benefit Analysis/Educational Costs**
 - Purpose of Cost benefit Analysis
 - Economic and Non Economic Benefits
 - Cost-effectiveness Analysis
 - Progress in analyzing opportunity costs
 - Consumption benefits of education
 - External benefits to society at large from education along with Neighborhood and Employment Related Benefits
 - Evaluation and advantages of cost benefit analysis

Semester II: Educational Planning

Section 1: Innovations in Educational Planning

Objectives

This part focuses on need, importance and parameters of locational planning. Establishment of schools have been directly linked with the indicators of educational development comprising of internal/external efficiency Index of Institutional Growth, index of enrolment growth, enrolment ratio, retention rates, dropout rates, outturn, teachersØexpenditure and so on. They also know about concept, benefits and role of School mapping, common school system, and school complexes. Schools and colleges should be accredited; otherwise studentsØ certificate should not be recognized. This section provides very useful input about meaning, objectives, parameters and benefits of accreditation.

Outcome

At the end of this section, participants will learn about concept and meaning of locational planning, School mapping and its benefits for educational development as well as the origin, need, objectives, basic principles and benefits of accreditation.

Section 2: Resources and Expenditure

Objectives

It has been experienced that in the developing countries per pupil expenditure on education especially on primary education is low. However, resources, while important, will not be a sufficient condition for improving the quality of education. This section explains the meaning of Educational Expenditure, Expenses and Cost, Total Resource Cost of Education, broad classification of Educational Expenditure. Apart from this part also explain about Formulation of Budget for Educational Planning and International Aid for Education.

Outcome

At the end of this section, participants will have learnt the need and importance of educational expenditure, reasons for less educational expenditure in developing countries, financing and funding systems of India.

Section 3: Educational Planning – Methodology and Approaches

Objectives

This part explains the implications of the changing liberalized environment. This section aims to make the students aware of the changing concern of education, and for this, they should learn about the skills for developing an effective educational policy for developing countries in the context of liberalized environment. This section will also explain about millennium goals and HDI.

Outcome

At the end of this section, participants will have learnt about approaches for projecting demand and supply for educated manpower and know the methodology of developing an effective educational policy.

Educational Planning

Section1: Innovation in Educational Planning

- **School Mapping**
 - Norms for school mapping, Methodology for school mapping
 - Selection of unit
 - Catchment area or geographical area served by a school
 - Diagnosis of Educational development
 - Diagnosis of facilities of schools
 - Projection of children
 - Estimation of facilities in the school and Cost estimation etc.
- **School Complexes**
- **Common School System (CSS) covers**
 - Concept about common school system
 - Guiding Principles of CSS
 - Norms and Standards for a school in the CSS
 - Overall goals of the CSS
 - Private sector Participation and Rationale of CSS

Section 2: Resources and Expenditure

- **Analysis of Expenditure and Cost in Education by Level of Types includes:**
 - Importance of and Meaning of Educational Expenditure
 - Expenses and Cost
 - Total Resource Cost of Education
 - Broad Classification of Educational Expenditure
 - Public Expenditure in India
 - Financing of Government Educational Expenditure in India
 - Plan and Non Plan expenditure, Private Cost
 - External Aids
- **Formulation of Budget for Educational Planning**
- **International Aid for Education**

Section 3: Educational Planning Methodology and Approaches

- Educational Planning: Methodology
- Decentralized Educational Planning
- Approaches to Educational Planning
- Manpower Requirement Approach
 - Projecting Demand for Education
 - Projecting Supply of Educated Manpower
- Changing Concerns of Education Planning
- How to develop an Effective Educational Policy for developing countries in the Context of liberalized Environment