

5489

MANAGEMENT PROGRAMME

Term-End Examination

December, 2011

MS-23 : HUMAN RESOURCE PLANNING

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :
- (i) There are two Sections A and B.
 - (ii) Attempt any three questions from Section - A.
All questions carry 20 marks each.
 - (iii) Section - B is compulsory and carries 40 marks.
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SECTION - A

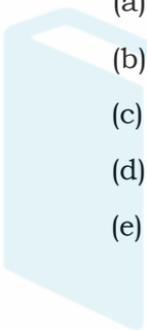
1. Explain the concept and process of HRP. Describe the manning standards and utilisation of Human Resource Planning.
2. Discuss different kinds of roles. Describe the factors contributing to role changes in an orgn with suitable examples.

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3. Explain the aims and objectives of career planning. Discuss the career planning process and also highlight the benefits of having career planning in an organisation.

4. Discuss the concept of HRIS. Describe an IT supported HRIS and its advantages with suitable examples.

5. Write short notes on *any three* of the following :
 - (a) Human Resource Inventory
 - (b) Job Specification
 - (c) Potential Appraisal
 - (d) Sources of man power supply
 - (e) The cost approach in HRA.



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6. Read the following case and answer the questions given at the end.

K.M.T. Ltd. is a government undertaking situated near Cochin. It manufactures textile machinery and other machine tools, and has about 4,000 employees. The company till 1984 had a good business record. It started showing declining results because of competition from four new private sector industries. This setback was further aggravated because of competition from H.M.T. and P.M.T. in the area of manufacture of machine tools. Adding to this was K.M.T. Ltd.'s failure to diversify into other areas though it had enough capacity, particularly with regard to variety in machine tools and textile machinery. It was also noticed that the costs of textile machinery and other machine tools produced by K.M.T. Ltd. were higher than those produced by other companies.

The company was managed by the Managing Director, Mr. Menon, under the guidance of the Board of Directors. The General Manager, Mr. Joseph, was incharge of production. The company's management thought of adding two new departments, namely Industrial Engineering and Cost Accounting. A few old hands were selected from within the organisation and were sent for training to NPC, Madras, and ICWA. Following this, the section heads of these

two departments - Industrial Engineer Srikumaran, and Cost Accountant, Nambiar - began their departmental activities. They were promoted as Senior Industrial Engineer and Senior Cost Accountant and subsequently to the Chief's post. It was, however, noticed that these two departments could neither effectively check nor control manufacturing costs with the available talent.

The MD in order to check the cost factor thought of recruiting well-qualified and experienced individuals for the senior-level posts of industrial engineer and cost accountant. An advertisement for the two posts was given and to attract qualified personnel, the salary offered was in the higher grade of 'G4' (Spl). The Officers Association (OA) approached the MD and requested him not to recruit outsiders for these posts, but instead, arrange for suitable training for existing experienced officers of these departments and promote them afterwards. They also objected to the recruitment of outsiders in a higher grade of 'G4' (Spl) instead of the usual 'G4' grade. Under pressure from the OA, the personnel department sent the interview letters indicating the correction in recruitment grade to 'G4'. A large number of outside candidates wrote back saying that they would be interested, provided they were considered in 'G4' (Spl) grade as already advertised. Under the advice of the MD, telegrams were sent asking candidates to appear for the interview and which also stated that the 'G4' (Spl) grade would be considered.

Seven candidates, including two departmental officers, appeared for the Industrial Engineer's post and eight candidates, including three departmental candidates, appeared for the Cost Accountant's post. In each case, well-qualified and experienced outsiders (Mr Gopalan as Senior Industrial Engineer and Mr. Nayar as Senior Cost Accountant) were selected in 'G4' (Spl) grade as per the original plan of the MD. The General Manager, the Chief Industrial Engineer and the Chief Cost Accountant were not included in the board for selection of candidates and thus, felt neglected.

Mr. Gopalan and Mr. Nayar joined the organisation and were asked to report to their respective chiefs. The chiefs allotted some minor assignments to them, retaining major ones with either themselves or with some of their close associates (who had been recently promoted mainly on the basis of seniority).

The present profile of work assignments were covering only a limited area of industrial engineering and costing. Many other areas were not tried out and taken up; the latest techniques were also not being used. When an opportunity for promotion of both Mr. Gopalan and Mr. Nayar arose (as Chief of Industrial. Engineering was retiring and the Chief Cost Accountant had

resigned), the departmental promotion committee, consisting of the MD, GM, Chief Personnel Manager and the Chief Industrial Engineer, selected and promoted two 'G4' grade officers to 'G5' grade on the basis of their duration of service in the organisation. The cases of Mr. Gopalan and Mr. Nayar (of 'G4' (Spl) grade) were rejected as they had only a year's experience with the organisation. Both these new officers were dejected at not being considered for promotion. They had joined the Officers Association, but after this incident the two were also neglected by the OA. Mr. Gopalan and Mr. Nayar decided to quit the organisation as early as possible since they were not prepared to work under their juniors.

The business of the company declined further. Then, there came a sudden change. The MD, Mr. Menon, was replaced by Mr. Ramakrishnan. After reviewing the company's position, the new MD called Mr. Gopalan and Mr. Nayar as well as their new chiefs. He gave them new assignments and asked them (Mr. Gopalan and Mr. Nayar) to report back urgently through their chiefs.

After 10 days, Mr. Gopalan met the MD and handed over his resignation instead of the assignment report. The MD enquired about the reason for the resignation. Mr. Gopalan explained as to how he had been sidelined for promotion to

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the Chief Industrial Engineer's post, and how he had been treated in the department with respect to assignments. Moreover, he stated that he was not willing to work under his junior. He also said that he had been offered a divisional head's post in a big (multi-unit) private industry and would like to join them at the earliest. He further added that he was interested in utilising his potential and talent to the fullest. The MD asked him to think over his resignation, and particularly since he was joining a private sector industry after serving in the public sector. He promised to make use of his talent at K.M.T. Ltd. itself and to look into his case and promote him as Joint Chief Industrial Engineer. After a lapse of another week, Mr. Nayar also approached the new MD with his resignation letter.

Questions :

- (a) Is the recruitment policy of the organisation faulty? Why?
 - (b) Why are Gopalan and Nayar demotivated?
 - (c) Do you think that Gopalan and Nayar should have been selected enabling their effective utilisation?
 - (d) If you were asked to advise Menon and Ramakrishnan about dealing with the problems of Gopalan and Nayar, what advice would you give?
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MS-23

MANAGEMENT PROGRAMME

Term-End Examination

June, 2012

MS-23 : HUMAN RESOURCE PLANNING

Time : 3 Hours

Maximum Marks : 100

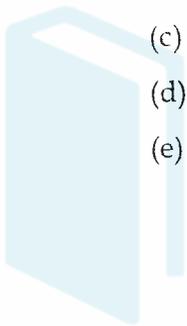
(Weightage 70%)

- Note :**
- (i) There are two Sections A and B.
 - (ii) Attempt any **three** questions from Section - A. All questions carry **20** marks each.
 - (iii) Section - B is **compulsory** and carries **40** marks.

SECTION - A

1. What is human resource planning ? Describe the major forecasting techniques in human resource planning with examples.
2. Explain the reasons why job analysis is important to an organisation. Define and discuss the relationship among job analysis, job description, and job specification.
3. Explain the significance of human resource information system . Bringout the contribution of computerization. Cite suitable examples.

4. Attempt **any two** of the following :
- (a) Methods and techniques of recruitment
 - (b) Approaches to competency mapping
 - (c) Employee dislocation and relocation.
5. Write short notes on **any three** of the following :
- (a) Employee orientation
 - (b) Human resource audit
 - (c) Management By Objectives (MBO)
 - (d) Succession Planning
 - (e) Selection tests.



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SECTION - B

6. Read the following case and answer the questions given at the end.

CASE STUDY

Aditya Communications

Aditya Communications is a media company promoted by some of the leading entrepreneurs in southern India. The company has floated vernacular news channels in two major South Indian states - Andhra Pradesh and Karnataka. The media and entertainment industry is mainly constrained in either Mumbai or Delhi, and because of the size of the market, the news channels in the country have been either in English or in Hindi, the national language. However, over a period of time, the media industry has discovered that there is immense scope for launching news channels in vernacular languages because, in India, the people have a strong language and regional affinity.

Keeping in view the various factors such as time constraints, balancing of interests and aspirations of people from different regions, etc, the promoters of Aditya Communications have decided to launch the new vernacular channel in Telugu in Andhra Pradesh . However , the challenge before the company was to identify and

recruit the suitable personnel, in all the areas, who can lead the channel directly into the homes of the people in the state. However, the company has discovered that there is very little readymade native talent available in a vernacular language, and because of this the company had to initially look over existing general languages and had to take up the news team from those channels. In terms of human resource management, the company management has found it necessary to identify, design, and implement a suitable performance management system which is in sync with the market realities. It should also be able to meet the hopes and aspirations of the young employee team, and at the same time facilitate compensation structuring which is in sync with market requirements, and also provide career development avenues to the performers. The HR Department, while designing the Performance Management System (PMS), has identified the need for an effective PMS in the following way:

An effective Performance Management System is a key ingredient for the success of any organization, especially in these challenging times. And it is crucial in the product development space, especially in smaller teams. 'An up or out' culture is what enables the teams to be on their toes and raise the performance bar constantly. It has been our endeavour to build a high performance and high productivity culture which

is just and fair to all associates at the company. The annual appraisal workflow of the company for the year 2002-03 has been shown in figure.

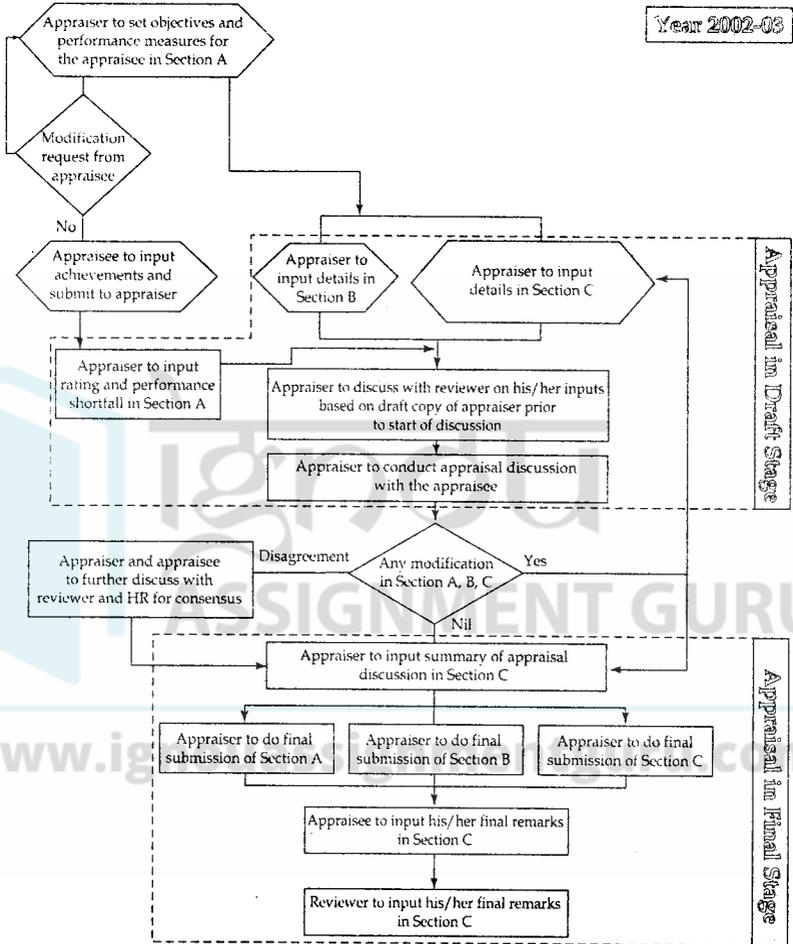


Figure : Annual Workflow of the Company (2002-03)

Performance Review Procedure :

The performance review procedure of Aditya communication is described below.

The appraiser as well as the appraisee would use

the annual appraisal module with built - in e-tools to complete this year's annual appraisal exercise.

The two core areas that will be assessed as part of the company's appraisal system are :

1. What has been achieved in the review period ? and
2. How have these been achieved ?

HR will share specific deadlines via e-mail to all associates for the completion of the performance review process for this year. The appraisal tool would remind the appraiser as well as the appraisee regularly , to ensure that these deadlines are adhered to.

The annual performance review would be conducted for all associates who have completed at least three month's confirmed service with the company as on March 31st.

Appraisers will be able to view appraisal templates for their team members who are eligible for this year's annual performance appraisal with their review period start and end date.

- First the appraiser should complete the performance objectives and measures for the performance section in the objective setting part and submit it to the associate. The appraisee is required to fill in his/her achievements against the objectives.
- Once the associate submits his/her achievements, the appraiser would complete section A in full, and highlight reasons for performance shortfall and corrective action are to be initiated by the appraisee.

- The appraiser needs to fill in the competency, summary, and the values and ethics section of the appraisal form in details, sharing relevant data in the required field.
- The appraiser can share a draft copy of the appraisal form with appraisee via the tool either prior to the appraisal discussion , or at the time of the review discussion.
- The appraiser has to fix a date for the performance review meeting with the associate.
- If an associate has not been a part of a project/team for the entire review period. the appraiser needs to conduct the review jointly with his/her previous Manager/ Project Leader. Alternatively the appraiser should collect feedback/review from the Manager or Project leader on the associate's performance while he/she was in his/her project.
- The appraiser may modify his/her evaluation if required, based on the appraisal discussion .
- The appraiser should complete the total performance review form in full after the appraisal discussion with the associate. Also, he/she should allow the associate to read the final form get his/her consent via the tool, and record as comments connected with the review.
- The associate will also be able to view the final copy of his/her entire performance appraisal form via their login id.

- Any associate in the company in the job grade of associate consultant/project leader (equivalent designations) and above will be eligible to carry out the annual performance assessment. Due care should be taken to ensure that every appraiser is directly responsible for, in direct contact with, and aware of the work performed by the appraisee. Business unit heads would play the role of reviewers for appraisals completed by their direct reports.
- In cases where more than one assessor required to assess the associate's work, it will be the responsibility of the current supervisor to contact the previous superior and to ensure that the overall evaluation takes into consideration all other assessments for the current performance year.
- The associate will be informed of his/her final rating in the revision letter.
- HR will maintain the performance review data in e-tools for future reference.

Questions :

- (a) Critically evaluate the organizational culture vis-a-vis the performance management culture at Aditya Communications.
- (b) Critically examine the relative advantages vs. disadvantages of the performance management system at the company.
- (c) Do you suggest any changes in the processes or procedures in the company ?

MANAGEMENT PROGRAMME

Term-End Examination

December, 2012

00720

MS-23 : HUMAN RESOURCE PLANNING

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note : (i) There are two Sections A and B.

*(ii) Attempt any three questions from Section - A.
All questions carry 20 marks each.*

(iii) Section - B is compulsory and carries 40 marks.

SECTION - A

1. Discuss the process and functions of human resources planning briefly. Cite suitable examples.
2. What is human resource accounting ? Discuss the two main approaches usually employed in human resource accounting.
3. What are the aims and objectives of career planning ? Discuss the three key players in career development process relating to their sides and responsibilities.

4. Identify the major objectives of performance appraisal. Briefly describe the methods and common errors of performance appraisal.

5. Write short notes on *any three* of the following
 - (a) Methods of job evaluation
 - (b) Orientation programmes
 - (c) Human resource audit
 - (d) Sources of manpower supply
 - (e) Exit interviews



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SECTION - B

6. Read both case 1 and case 2 given below and answer the questions given at the end :

CASE I

Powermet Inc, has encountered difficulty over the last few years in filling its middle - management positions. The company, which manufactures and sells complex machinery, is organised into six semi - autonomous manufacturing departmentals. Top management believes that it is necessary for these departmental managers to know the product lines and the manufacturing process, because many managerial decisions must be made at that level. Therefore, the company originally recruited employees from within. However, they soon found that employees elevated to the middle - management level often lack the skills necessary to discharge their new duties.

A decision then was made to recruit from outside, particularly from educational institutes with good industrial management programmes. Through the services of a professional recruiter, the company was provided with a pool of well qualified management graduates. Some of them were hired and placed in lower management positions as preparation for advancement to the middle - management jobs. They all left the

company, however, within two years of their recruitment.

Management reverted to its former policy of promoting employees from within and experienced basically the same results as before. Faced with the imminent retirement of employees in several key middle - management positions, the company decided to call in a consultant who could suggest solutions.

Questions :

- (a) What is the problems of recruiting in this company ?
- (b) If you were the consultant ; what would you recommend ?

CASE - 2

Hari is new as a manager. He has been recently promoted to this position to head a small department, having previously worked as an administrative assistant. He has worked for two separate organisations. Generally, his experience of appraisal has been pleasant. He feels that this has been largely because of the positive attitude and feedback skills of his bosses. He felt that his last appraisal interview as an administrative assistant was mutually helpful and motivating. Now he is determined to follow this example with his own staff as an appraiser.

Annual appraisal time is approaching, and he discusses this with Girish, another manager, over lunch. Girish has been in management for a number of years. He obviously sees the annual appraisal process as a routine affair to be discharged as quickly as possible. "I use the same form each year", he says, "it's a system of boxes which you tick. You just assess each member of your team against set criteria. I will give you a copy if you want." This sort of approach left Hari feeling deflated and despondent. Hari tries to convince Girish that appraisal interviews are mutually beneficial to the boss and appraiser and also to the organisation.

Questions :

- (a) Put yourself in Hari's shoes. How would you convince Girish ? Justify your answer specifically related to this case.

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MANAGEMENT PROGRAMME

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MS-23 : HUMAN RESOURCE PLANNING

Time : 3 hours

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- Note :** (i) There are two Sections A and B.
(ii) Attempt any three questions from Section - A.
Each question carries 20 marks.
(iii) Section - B is compulsory and carries 40 marks.
-

SECTION - A

1. Describe the various forecasting techniques. What are the issues that affect demand forecasting ?
Give examples.
2. Define Job Analysis and identify the steps involved in it. Briefly discuss the methods of collecting information for a job analysis.
3. What is recruitment ? Briefly discuss the methods and techniques of recruitment. Compare the advantages of recruiting from internal sources and external sources.

4. Explain HR audit, Identify its need and scope in the organisational context. Enumerate and briefly discuss the steps involved in HR audit .

5. Write short notes on *any three* of the following :
 - (a) Career Planning
 - (b) Trends in labour demand
 - (c) Induction Training
 - (d) Potential Appraisal
 - (e) Competency Mapping



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SECTION - B

6. Read the case given below and answer the questions given at the end of the case :

When Adite Technologies Ltd. (ATL) moved one of their divisions to Bangalore, the branch manager in Mumbai decided to transfer those employees who did not wish to go to Bangalore to other local divisions. Ten of the thirty chose to stay and be transferred to another division. Madhuri was one of those. She was assigned to the computer moving - head division.

When Madhuri reported to the new job, Narendar Kumar, her new supervisor, told her he did not know whether or not he would have a permanent position for her. For three days Madhuri sat and watched other employees at their work. On Friday, Narendar announced that their division had received another big contract and he would brief Madhuri on her new assignment on Monday.

Madhuri arrived at 9.00 a.m. Monday morning and waited anxiously to learn about her new job. Narendar did not arrive until 10.30. He was being briefed on the new contract, he said, and would not be able to meet Madhuri

before lunch. At 1.30 p.m. Narendar returned to show Madhuri the operation, "we are reworking model 10-D and it only requires changing two spot welds. With this jig, you can turn one out in about three to five minutes." Narendar added, "By the way, you will be the quality control supervisor on this job. Just double check these six spots on the blueprint." He did not write on the blue prints or mark areas in any way. Madhuri was given no idea how important the checks might be.

"Please - watch me," said Narendar to Madhuri, taking up the welding torch. "Any one can do it easily," He repeated the operation five or six times. Madhuri tried it and experienced no difficulty. Neither of them checked their reworked pieces with the blue print to see if they would pass the quality control check and as a result, Madhuri never checked any pieces after that demonstration. Narendar did not see Madhuri again until Friday.

During the week several things happened. More than half the motors did not work correctly by the time they reached the final assembly. It could not be determined whether the faulty motors were the result of Madhuri's work or the result of a lack of quality checks. A box of 20

parts had been approved by Madhuri since her initials were on the inspection card, but she had not made the necessary alterations. That was when Narendar found time to talk to Madhuri again.

Questions :

- (a) Identify the issues inherent in this case.
- (b) What incidents showed that Narendar was not performing a good job as a trainer ?
- (c) If you were Narendar, what would you have done to improve Madhuri's performance ?



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MS-23

MANAGEMENT PROGRAMME

Term-End Examination

December, 2013

00056

MS-23 : HUMAN RESOURCE PLANNING

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

-
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-

SECTION-A

1. What is human resource forecasting ? Briefly discuss various trends in labour supply and demands with examples.
2. Explain briefly the various job evaluation methods with examples.
3. Discuss the objectives of performance appraisal. Describe the methods of performance appraisal, along with the probable errors.
4. Comment on significance of information system in Human Resource Management. What are the pre requisites for introducing HR as a tool in the organizational context ?

5. Write short notes on *any three* of the following:-
- Succession planning.
 - Employee retention.
 - HR Accounting.
 - Orientation programmes.
 - Relocation of employees.

SECTION-B

6. Read the case given below and answer the questions given at the end of the case.

CASE STUDY

Abraham Kurien was confused, distracted, and worried. A day earlier, he had been called for a chat with Sanat Sharma, the finance director of the Rs. 2,000-crore Gitane Steel Ltd, (GSL). Apparently, Kurien's transfer had been finalised. He was to hand over charge of the corporate funds management function in Mumbai by the end of the month and take over as the commercial controller of GSL's Bhilai (Madhya Pradesh) plant. Unfortunately, the prospect hardly pleased Kurien. Liberalisation was revolutionising corporate finance, and he was loath to lose contact with the world of finance at this exciting juncture, Kurien had already proved his mettle during his two years as a finance trainee with GSL.

In fact, Kurien wondered if his transfer to Bhilai and to another function-wasn't a strategic brake that GSL's top management team was applying on his mobility.

While GSL's job rotation programme was viewed positively by most managers, several employees felt dissatisfied because of the perceived erosion

of their specialist skills. Like Kurien, who while believing that job rotation was a valuable means to building generalists within the organisation, felt that his own move to plant administration was not right for him. Kurien eventually decided to take up the job the Welbright Group had offered him and quit GSL.

Following his departure, a debate broke out within GSL about whether the incumbent commercial accountant at Bhilai should be shifted to corporate finance-as had been planned-or whether that move should wait until a replacement for Kurien could be found. Finally, it was decided that Vijayan Warriar from GSL's internal audit department would be moved to Bhilai as its commercial accountant. However, fresh complications arose. AB-schoolgraduate and a cost accountant, Warriar had been in the internal audit department for three years. A manager in the M-3 grade, Warriar had a track record of excellent appraisals. While the move to Bhilai meant a promotion as the post was an M-2 grade position, Warriar was, in any case, due for a grade change that year. But as he had not acquired plant-level experience yet, GSL's Management Development Team (MDT) decided to transfer Warriar to Bhilai. Although he should have been pleased, Warriar opposed his transfer on the grounds that he was locationally-constrained.

Said Warriar, "I cannot leave Mumbai now. My son is in the middle of a school year and I cannot disrupt that, I have been through much agony to secure his admission and I am not going to give it up. Besides, my wife is a professional and I cannot expect her to move from place to place. The

company feels the need for Warriar to gain plant-level exposure. "Besides," said Kamath, "the Bhilai job entails a grade change. Every finance person has to go through a stint at a plant and Bhilai is the best opportunity to gain all-round experience. Moreover, the corporate finance job has already been offered to someone else and there is no question of reversing that decision." Since there were so many personal issues at stake, Warriar was reluctant to accept the transfer.

When Warriar did not change his stand even the following week, GSL's MDT decided that Warriar should stay on in the internal audit department. But now, Warriar wondered if he had unwittingly grounded his chances of being promoted to the M-2 grade. While Kamath appreciated Warriar's predicament, he said, "I guess Warriar will remain in the audit department. He must gain plant exposure either at the M-3 grade or in transit to the M-2 grade. But now, Warriar will have to wait till a suitable vacancy arises at our Thane plant, new Mumbai. Until then, his grade change is likely to be delayed." And that is exactly what happened. At the end of the year, Warriar was appraised as excellent. But he did not get promoted to the M-2 grade. Disappointed, Warriar asked: "Why have I not been promoted? I have been in the M-3 level for close to four years now. My peers have moved up." Replied Dhananjay Puri, GSL's chief internal auditor. "The job at Bhilai was an M-2 job and I had timed your move there to coincide with your grade change. But how can I justify a promotion when you have not covered all the necessary milestones at the M-3 level?"

General Manager in GSL's HRD department pointed out Raj: "Your immobility has become a factor in your appraisal. While GSL isn't penalising you for immobility, your growth within the organisation does get retarded. As grades are earned through experience and the willingness to accept change, your promotions will get delayed. After all, they are a function of your having covered particular milestones during your tenure with the company." In other words, GSL's logic was that a manager could either consider a string of jobs or a career with GSL to climb the corporate ladder. But the latter meant falling in line with its management development plan. And one of the key tenets of the plan was that the company would not recruit directly for any of the M-1 grade positions; direct recruitment would take place only at the entry level and, in a few cases, at the M-3 level.

Other positions were open only to internal candidates because, GSL believed, they were key areas that needed experience and ingraining in its organisational culture. Said Kamath: "At any point of time, we are planning the careers of 300-odd managers. Our responsibility is to provide them with the necessary skills to emerge as GSL's vice-presidents, who will take over from those retiring. And their profile does not consist of just age and experience. It is a gradual understanding of GSL, its markets, its rivals, its strengths, its weaknesses. This is attained best through structured growth. Today, if GSL is a Rs. 2,000-crore company, with a 36 percent share of the market, it is because the people at the helm have a tremendous feel for GSL's business and have participated for years in shaping it."

Questions :

- (a) Why was Kurien confused and worried ?
 - (b) What are the merits and demerits of the company's job rotation programme ?
 - (c) Why did Kurien resign even after not being transferred ?
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MS-23

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Term-End Examination

June, 2014

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(Weightage 70%)

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SECTION - A

1. Explain, why is Human Resource planning important ? Describe the various forecasting techniques and how these techniques are being used in Human Resource planning.
2. Explain, the process of job analysis. Describe the steps in the job analysis process with examples.
3. Discuss the objectives of performance appraisal. Briefly describe any two methods used in performance appraisal.
4. Explain the concept, need and scope of HR Audit. Describe the essential steps in the auditing process.
5. Write short notes on **any three** of the following :
 - (a) Role of HR Professionals
 - (b) Succession planning
 - (c) Job evaluation
 - (d) Selection process
 - (e) Employee relocation

SECTION - B

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Madhuri arrived at 9.00 a.m Monday morning and waited anxiously to learn about her new job. Narendar did not arrive until 10.30. He was being briefed on the new contract, he said, and would not be able to meet Madhuri before lunch. At 1.30 p.m Narendar returned to show Madhuri the operation, "we are reworking model 10-D and it only requires changing two spot welds. With this jig, you can turn one out in about three to five minutes." Narendar added, "By the way, you will be the quality control supervisor on this job. Just double check these six spots on the blueprint." He did not write on the blueprints or mark the areas in any way. Madhuri was given no idea how important the checks might be.

“Please-watch me,” said Narendar to Madhuri, taking up the welding torch. “Any one can do it easily.” He repeated the operation five or six times. Madhuri tried it and experienced no difficulty. Neither of them checked their reworked pieces with the blueprint to see if they would pass the quality control check and as a result, Madhuri never checked any pieces after that demonstration. Narendar did not see Madhuri again until Friday.

During the week several things happened. More than half the motors did not work correctly by the time they reached the final assembly. It could not be determined whether the faulty motors were the result of Madhuri’s work or the result of a lack of quality checks. A box of 20 parts had been approved by Madhuri since her initials were on the inspection card, but she had not made the necessary alterations. That was when Narendar found time to talk to Madhuri again.

Questions :

- (a) Critically evaluate the role of Narendar as a trainer.
 - (b) Examine Madhuri’s approach towards Narendar and her new job.
 - (c) If you were Narendar, what would you have done to improve Madhuri’s performance ?
 - (d) Would a mentor have helped the situation ? How and why ?
-



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No. of Printed Pages : 5

MS-23

MANAGEMENT PROGRAMME

Term-End Examination

00227

December, 2014

MS-23 : HUMAN RESOURCE PLANNING

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

-
- Note :** (i) Attempt **any three** questions from **Section A**.
All questions carry 20 marks.
- (ii) **Section B** is **compulsory** and carries 40 marks.
-

SECTION - A

1. Discuss the basic features of employee turnover analysis. Briefly describe various methods used in turnover analysis.
2. What are various kinds of roles ? Discuss various factors affecting role changes.
3. Explain the purpose, policy and functions of recruitment. Describe briefly the methods and techniques of recruitment.
4. Explain the concept and need of Human Resource Information System in an organizational set up. Describe role of the IT in Human Resource Information System.
5. Write short notes on **any three** of the following :
 - (a) Human Resource Accounting
 - (b) Orientation Programmes
 - (c) Job-Analysis
 - (d) Career Planning
 - (e) Competency mapping

SECTION - B

6. Read the following case and answer the questions given at the end.

Popat Engineering Company was a large heavy-engineering unit. It attached great importance to the recruitment and training of its senior supervisors. Apart from selecting them from within the organization, the company recruited, every alternate year, about ten young engineering graduates and offered them training for a period of two years, before they were appointed as senior supervisors. Such appointments were made to about 40 percent of the vacancies of senior supervisors that occurred in the organization. This was considered necessary by management as a planned programme of imparting vitality to the organization. Besides, many of the old - timers, who had risen from the ranks, did not possess the necessary academic background with the result that they could not keep pace with the technological changes. Management also believed that in the rapidly changing conditions of industry, a bank of technically competent supervisors played a pivotal role, besides serving as a pool from which to select future departmental managers.

Engineering graduates were selected from amongst those who applied in response to an all India advertisement. For the selection of one engineer, on an average, eight applicants were called for interview. A selection committee consisting of the General Manager, the Production Manager, the Personnel Manager and the

Training Officer interviewed and selected the candidates. The selection interview was preceded by a written test and only those who secured 40 percent marks qualified for interview.

The engineers thus selected had to undergo a two-year intensive theoretical and practical training. A well - staffed and equipped Training Institute was directly responsible for the training of the graduate engineers, besides training trade apprentices and operatives required by the company. Lectures on theoretical subjects were given at the Training Institute and practical training in all the works departments under the guidance of qualified and experienced instructors. A few lectures by senior officers of the company were also arranged to acquaint them with the company policies on different matters. During the last quarter of their two - year training programme they were deputed to work full - time to familiarize themselves with the conditions in departments where they were to be absorbed eventually.

On successful completion of training, the graduate engineers were offered appointments, depending on their performance and aptitude as revealed during training. On placement in the works departments however, most of them faced some difficulty or the other.

According to management, some of the heads of departments, who were themselves not qualified engineers, did not have sufficient confidence in these younger men. They preferred the subordinates who came up from the ranks to hold positions of responsibility. A few discredited

them saying that it would take years before these youngsters could pick up the job. Besides, some of the employees, whose promotional opportunities were adversely affected by the placement of graduate engineers, tried their best to run down the latter as a class, sometimes working on the group feelings of the workers. Some of the supervisors who were not graduate engineers also spoke derisively of them as "the blue-eyed boys" of the organization. Management knew that many of the graduate engineers were not utilized according to their capacity or training, nor was any attempt made to test or develop their potentialities. They also knew that many of the graduate engineers were, therefore, dissatisfied with their work life. Some of them who did not get equal promotional opportunities as their colleagues placed in other departments, were looking for better jobs elsewhere.

On the other hand, according to management, the young graduate engineers were themselves partly responsible for the hostile attitude of others in the organization. Some of them failed to appreciate that a newcomer invited hostility in the beginning and it took time before he was accepted as a member of the work-group. They did not realize that they would be fully productive only after gaining about five to seven years' experience in the organization. A few thought that they belonged to a superior cadre and threw their weight around. They did not bother to understand and appreciate the problems of the rank-and-file of employees who worked under them.

In spite of these drawbacks, the General Manager of the company felt that these men were a set of disciplined supervisors. They had a sense of pride in their profession, and with the extensive training they had received, they would be able to take up any responsible position in the organization in course of time.

The General Manager could not allow the situation to continue especially when it was a difficult and costly process to recruit and train young engineering graduates of the requisite type and calibre. He knew that the prosperity of the company, to a large extent, depended on these young men. In addition, a large number of lucrative employment opportunities were available to these young engineers elsewhere and there was a systematic raid on them. He, therefore, called a meeting of all heads of departments to review the situation.

Questions :

- (a) Identify the issues related to manpower planning as evident in the case.
 - (b) Discuss the strategies to tackle the percentage of internal promotion at the organizational level.
 - (c) What type of additional training programmes should be imparted for direct entrants ?
 - (d) Suppose you are the head of the personnel division, what would be your suggestions in the meeting, which has been called by the General Manager ?
-

MANAGEMENT PROGRAMME

Term-End Examination

June, 2015

01880

MS-23 : HUMAN RESOURCE PLANNING

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

-
- Note :** (i) Attempt *any three* questions from Section A.
All questions carry 20 marks each.
- (ii) Section B is compulsory and carries 40 marks.
-

SECTION - A

1. What are the objectives of Human Resource Planning ? How does HRP help in determining and evaluating future organisational capabilities and needs ?
2. What is competency mapping ? Briefly describe the approaches to competency mapping.
3. Describe the process of Recruitment. Briefly discuss the methods of sourcing manpower, with examples.
4. What is Human Resource Audit ? Discuss the essential steps in auditing.

5. Write short notes on **any three** of the following :
- (a) Orientation Programme
 - (b) Flexi - time
 - (c) HR Inventory
 - (d) Job evaluation
 - (e) Helping dislocated employees

SECTION - B

6. Read the case given below and answer the questions given at the end.

Pearl Engineering Company was a large heavy - engineering unit. It attached great importance to the recruitment and training of its senior supervisors. Apart from selecting them from within the organization, the company recruited, every alternate year, about ten young engineering graduates and offered them training for a period of two years, before they were appointed as senior supervisors. Such appointments were made to about 40 per cent of the vacancies of senior supervisors that occurred in the organization. This was considered necessary by management as a planned programme of imparting vitality to the organization. Besides, many of the old-timers, who had risen from the ranks, did not possess the necessary academic background with the result that they could not keep pace with the technological changes. Management also believed that in the rapidly changing conditions of industry, a bank of technically competent supervisors played a pivotal role, besides serving as a pool from which to select future departmental managers.

Engineering graduates were selected from amongst those who applied in response to an all - India advertisement. For the selection of one engineer, on an average, eight applicants were called for interview. A selection committee consisting of the General Manager, the Production Manager, the Personnel Manager and the Training Officer interviewed and selected the candidates. The selection interview was preceded by a written test and only those who secured 40 per cent marks qualified for interview.

The engineers thus selected had to undergo a two - year intensive theoretical and practical training. A well - staffed and equipped Training Institute was directly responsible for the training of the graduate engineers, besides training trade apprentices and operatives required by the company. Lectures on theoretical subjects were given at the Training Institute and practical training was imparted in all the works departments under the guidance of qualified and experienced instructors. A few lectures by senior officers of the company were also arranged to acquaint them with the company policies on different matters. During the last quarter of their two - year training programme they were deputed to work full - time to familiarize themselves with the conditions in departments where they were to be absorbed eventually.

On successful completion of training, the graduate engineers were offered appointments, depending on their performance and aptitude as revealed during training. On placement in the works departments, however, most of them faced some difficulty or the other.

According to management, some of the heads of departments, who were themselves not qualified engineers, did not have sufficient confidence in these younger men. They preferred the subordinates who came up from the ranks to hold positions of responsibility. A few discredited them saying that it would take years before these youngsters could pick up the job. Besides, some of the employees, whose promotional opportunities were adversely affected by the placement of graduate engineers, tried their best to run down the latter as a class, sometimes working on the group feelings of the workers. Some of the supervisors who were not graduate engineers also spoke derisively of them as "the blue - eyed boys" of the organization. Management knew that many of the graduate engineers were not utilized according to their capacity or training, nor was any attempt made to test or develop their potentialities. They also knew that many of the graduate engineers were, therefore, dissatisfied with their work life. Some of them who did not get equal promotional opportunities as their colleagues placed in other departments, were looking for better jobs elsewhere.

On the other hand, according to management, the young graduate engineers were themselves partly responsible for the hostile attitude of others in the organization. Some of them failed to appreciate that a newcomer invited hostility in the beginning and it took time before he was accepted as a member of the work - group. They did not realize that they would be fully productive only after gaining about five to seven years' experience in the organization. A few

thought that they belonged to a superior cadre and threw their weight around. They did not bother to understand and appreciate the problems of the rank - and - file of employees who worked under them.

In spite of these drawbacks, the General Manager of the company felt that these men were a set of disciplined supervisors. They had a sense of pride in their profession, and with the extensive training they had received, they would be able to take up any responsible position in the organization in course of time.

The General Manager could not allow the situation to continue especially when it was a difficult and costly process to recruit and train young engineering graduates of the requisite type and calibre. He knew that the prosperity of the company, to a large extent, depended on these young men. In addition, a large number of lucrative employment opportunities were available to these young engineers elsewhere and there was a systematic raid on them. He, therefore, called a meeting of all heads of departments to review the situation.

Questions :

- (a) Identify the issues related to manpower planning as evident in the case.
 - (b) Discuss the strategies to tackle the percentage of internal promotion at the organizational level.
 - (c) What type of additional training programmes should be imparted for direct entrants ?
-

No. of Printed Pages : 5

MS-23

MANAGEMENT PROGRAMME

Term-End Examination 01640

December, 2015

MS-23 : HUMAN RESOURCE PLANNING

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) Attempt any three questions from Section - A.
All question carries 20 marks each.
- (ii) Section - B is compulsory and carries 40 marks.
-

SECTION - A

1. What is Human Resource Forecasting ? Discuss various forecasting techniques with suitable examples.
2. Explain the concept of job analysis. Briefly describe various steps in the job analysis process.
3. Discuss the objectives and uses of the performance appraisal system. Briefly describe M.B.O as one of the methods of performance appraisal.
4. Define Human Resource Information System (HRIS). Discuss the effectiveness of HRIS and role of information technology in HRIS.

5. Write short notes on **any three** of the following :
- Competency mapping
 - Induction training
 - Succession planning
 - Coping with dislocation
 - HR accounting

SECTION - B

6. Read the case given below and answer the questions given at the end.

The Vilas Mills Ltd., with a work force of about 2000 workmen, has been running smoothly for the past twenty years. There has been an increase both in the workers category (5000) and white collar strength (56) during the last five years. There were no industrial disputes during the last fifteen years and even when other mills in the locality were running into trouble with regard to industrial relations problems the Vilas Mills did not face any problem.

The mill had two registered unions, one recognised by the mills, called The Vilas Mills Union and the other unrecognised, called the Mill Workers Union.

The recognised union claimed that they have a following of 80 - 90 percent of the workers. The unrecognised union claimed that they have a following of 30 - 40 percent and almost all white collar staff are their followers.

The 'Mill Workers Union' served a notice on the Administration with the following demands :

- Foreman should be transferred to some other Unit.
- Canteen facilities should be improved and the service of meals should be arranged for the night shift also.

- (iii) Workload should be reduced both for blue collar and white collar staff.
- (iv) Ambulance to be kept in mills for all twenty-four hours.
- (v) First-aid box should be replenished every two days.

Though the Union was an unrecognised one, it commanded about 30 percent of the work force, and it was the Administration's policy was to examine any proposal put up by the Union and agree to certain demands in the interest of the administration and workers. Based on this policy, the Administration examined the above demands and straight-away implemented in part, demands (ii) and (iv) and did not consider demands (i), (iii) and (v) at all.

Finding the Administration receptive to suggestions and conceding demands, as well as to show their prowess, The Vilas Mills Union too served a notice on the following points :

- (1) Service rules to be modified.
- (2) Transport should be arranged for all workers (including white collar) free of cost.
- (3) Snack rates in the canteen should be reduced.
- (4) Automatic promotion should be given on completion of six years.
- (5) Transfers from one unit to another should be readily agreed to.
- (6) Victimisation should not be resorted to.
- (7) Apprentices given training under Apprentices Act should be appointed at least as 'badli' workers and 'badli' workers regularised as regular workers.

The Administration examined these demands but found it not practicable to concede to any of them except demand (3) which was considered and the rates reduced.

The recognised Union (The Vilas Mills Union) served a strike notice on the Administration giving three weeks notice and setting the date of commencement of strike under Section 23 of the Industrial Disputes Act.

At this stage, the Labour Department stepped in and started conciliation proceedings under Sections 4 and 5 of the Industrial Disputes Act. The strike could, therefore, not take place.

However, the conciliation proceedings fell through and the Labour Commissioner reported to the Government, failure of negotiations.

The Government then examined and formed its opinion under Section 10 (1) of the Industrial Disputes Act and did not consider it fit to refer the case for Arbitration or to the Labour Courts.

The Union felt that this decision was unjust and renewed their notice of strike stating that with effect from a certain date, they are going on strike. Accordingly, they went on strike from the modified date to press for their demands. The 'Mill Workers Union' did not take part in the strike. However, it was seen that only about 800

persons were ready to come to work and they too could not attend due to fear of intimidation and non-availability of transport.

The mill at this stage declared the strike as illegal and declared a lock-out. The Vilas Mills Union maintained that the strike was not illegal as per Section 24 of Industrial Disputes Act since the provisions Section 23 of the Act have been complied with and that the lock-out was illegal and that the mill authorities have to face the consequences. The deadlock continued.

In the above case study, it is assumed that the Government has recorded and communicated to the parties the reasons for not making a reference under Section 12(5).

Questions :

- (a) Is the strike legal or illegal ? Is the lock-out justified ? Is it legal or illegal ?
 - (b) How can such a stalemate be avoided ?
 - (c) Is there a defect in the legislation ? If so, where and how can the defect be overcome ?
-

MANAGEMENT PROGRAMME

Term-End Examination

01165

December, 2016

MS-023 : HUMAN RESOURCE PLANNING

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) There are two sections A and B.
(ii) Attempt any three questions from section-A.
Each question carries 20 marks.
(iii) Section-B is compulsory and carries 40 marks.
-

SECTION - A

1. What is Human Resource planning ? Describe the various forecasting techniques in Human Resource Planning with examples.
2. What is competency mapping ? Evaluate the salient issues in competency mapping.
3. Discuss the purpose and policy of recruitment. Describe any two methods of recruitment along with their merits and demerits.
4. Explain the concept and need of Human Resource Information System (HRIS). Discuss IT supported Human Resource Information System.

5. Write short notes on **any three** of the following :
- (a) Succession planning.
 - (b) Employee Turnover Analysis.
 - (c) HR Audit.
 - (d) Job description.
 - (e) Orientation programme.

SECTION - B

6. Read the case given below and answer the questions given at the end :

Popat Engineering Company was a large heavy engineering unit. It attached great importance to the recruitment and training of its senior supervisors. Apart from selecting them from within the organization, the company recruited, every alternate year, about ten young engineering graduates and offered them training for a period of two years, before they were appointed as senior supervisors. Such appointments were made to about 40 per cent of the vacancies of senior supervisors that occurred in the organisation. This was considered necessary by management as a planned programme of imparting vitality to the organization. Besides, many of the old-timers, who had risen from the ranks, did not possess the necessary academic background with the result that they could not keep pace with the technological changes. Management also believed that in the rapidly changing conditions of industry, a bank of technically competent supervisors played a pivotal role, besides serving as a pool from which to select future departmental managers.



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Engineering graduates were selected from amongst those who applied in response to an all India advertisement. For the selection of one engineer, on an average, eight applicants were called for interview. A selection committee consisting of the General Manager, the Production Manager, the Personnel Manager and the Training Officer interviewed and selected the candidates. The selection interview was preceded by a written test and only those who secured 40 per cent marks qualified for interview.

The engineers thus selected had to undergo a two-year intensive theoretical and practical training. A well-staffed and equipped Training Institute was directly responsible for the training of the graduate engineers, besides training trade apprentices and operatives required by the company. Lectures on theoretical subjects were given at the Training Institute and practical training in all the works departments under the guidance of qualified and experienced instructors. A few lectures by senior officers of the company were also arranged to acquaint them with the company policies on different matters. During the last quarter of their two-year training programme they were deputed to work full-time to familiarize themselves with the conditions in departments where they were to be absorbed eventually.

On successful completion of training, the graduate engineers were offered appointments, depending on their performance and aptitude as revealed during training. On placement in the works departments however, most of them faced some difficulty or the other.

According to management, some of the heads of departments, who were themselves not

qualified engineers, did not have sufficient confidence in these younger men. They preferred the subordinates who came up from the ranks to hold positions of responsibility. A few discredited them saying that it would take years before these youngsters could pick up the job. Besides, some of the employees, whose promotional opportunities were adversely affected by the placement of graduate engineers, tried their best to run down the latter as a class, sometimes working on the group feelings of the workers. Some of the supervisors who were not graduate engineers also spoke derisively of them as "the blue-eyed boys" of the organization. Management knew that many of the graduate engineers were not utilized according to their capacity or training, nor was any attempt made to test or develop their potentialities. They also knew that many of the graduate engineers were, therefore, dissatisfied with their work life. Some of them who did not get equal promotional opportunities as their colleagues placed in other departments, were looking for better jobs elsewhere.

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In spite of these drawbacks, the General Manager of the company felt that these men were a set of disciplined supervisors. They had a sense of pride in their profession, and with the extensive training they had received, they would be able to take up any responsible position in the organisation in course of time.

The General Manager could not allow the situation to continue especially when it was a difficult and costly process to recruit and train young engineering graduates of the requisite type and calibre. He knew that the prosperity of the company, to a large extent, depended on these young men. In addition, a large number of lucrative employment opportunities were available to these young engineers elsewhere and there was a systematic raid on them. He, therefore, called a meeting of all heads of departments to review the situation.

Questions :

- (a) Identify the issues in the case.
- (b) Suppose you are the head of the personnel division, what would be your suggestions in the meeting, which has been called by the General Manager ?
- (c) Keeping in view the issues evident in the case what type of training would you suggest ?

No. of Printed Pages : 5

MS-023

MANAGEMENT PROGRAMME

Term-End Examination

June, 2017

00925

MS-023 : HUMAN RESOURCE PLANNING

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note : (i) There are two sections A and B.
(ii) Attempt any three questions from section-A.
Each question carries 20 marks.
(iii) Section-B is compulsory and carries 40 marks.
-

SECTION - A

1. Explain the concept and process of Human Resource-planning (HRP). Discuss the manning standards and utilization of man power planning process.
2. Explain the process of job analysis. Describe the various steps of job analysis.
3. Discuss recruitment function, purpose and policy. Describe the methods and techniques of recruitment process.
4. Explain the concept and need of Human Resource-Information system (HRIS). Describe IT supported Human Resource Information System (HRIS) and compare it with the manual system.

5. Write short notes on any three of the following :
- (a) Succession planning
 - (b) Cost approach in HR accounting
 - (c) Training evaluation
 - (d) Coping with dislocation
 - (e) Orientation programme

SECTION - B

6. Read the case given below and answer the questions given at the end.

Pearl Engineering Company was a large heavy-engineering unit. It attached great importance to the recruitment and training of its senior supervisors. Apart from selecting them from within the organization, the company recruited, every alternate years, about ten young engineering graduates and offered them training for a period of two years, before they were appointed as senior supervisors. Such appointments were made to about 40 per cent of the vacancies of senior supervisors that occurred in the organization. This was considered necessary by management as a planned programme of imparting vitality to the organization. Besides, many of the old-timers, who had risen from the ranks, did not possess the necessary academic background with the result that they could not keep pace with the technological changes. Management also believed that in the rapidly changing conditions of industry, a bank of technically competent supervisors played a pivotal role, besides serving as a pool from which to select future departmental managers.

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training they had received, they would be able to take up any responsible position in the organization in course of time.

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Questions :

- (a) Identify the issues related in the case.
- (b) Discuss the strategies to tackle the Problem.
- (c) From the perspective of HR planning, what kind of training programme would you suggest.

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No. of Printed Pages : 3

MS-023

MANAGEMENT PROGRAMME

Term-End Examination

December, 2017

MS-023 : HUMAN RESOURCE PLANNING

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

-
- Note : (i) There are two sections A and B.
(ii) Attempt any three questions from Section-A.
Each question carries 20 marks.
(iii) Section-B is compulsory and carries 40 marks.
-

SECTION - A

1. Explain the meaning of Human Resource Planning (HRP). Describe the various forecasting techniques and indicate how these techniques are used in human resource planning.
2. Define and discuss job evaluation and objectives of job evaluation. Briefly describe and compare any two methods of job evaluation.
3. Discuss the aims and objectives of career planning. Describe the benefits of career planning.
4. Explain the concept, need and scope of HR Audit. Describe the essential steps in HR auditing process.

5. Write short notes on **any three** of the following :
- (a) Role description
 - (b) Competency mapping
 - (c) Dislocation
 - (d) Performance Appraisal
 - (e) Management by objectives (MBO)

SECTION - B

6. Read the case given below and answer the question given at the end :

Rupnagar Steel Mill had a big mechanized mine which supplied its iron ore requirement. The mining sites and crushing units were located at the hill top, and the beneficiation plant was located a few kilometres away in the valley.

The plant had a number of light and heavy vehicles. There were two garages - the one at the hill top was much bigger than the other one in the valley. The garage on the hill top had two main sections, Light and Heavy Vehicles Sections, and a small Autoelectric Shop accommodated in one room attached to the LV Section. The Autoelectric Shop took care of all the electrical jobs of the garage.

A Deputy Manager was incharge of the hill top garage. He had under him one Assistant Manager and two Chargemen, one looking after the LV Section and the other the HV Section.

Shyamal, aged 40 years, was a Helper in the Autoelectric Shop. Shyamal joined the company as Khalasi when he was studying in Class VIII 20 years ago. He was a sincere and devoted worker and soon picked up the different kinds of jobs that were being done by the Autoelectrician and his Helper.

Previously, Shyamal was working as a Helper to Lal, the Autoelectrician in the shop. But as Shyamal was quite competent in his job and

Lal could not manage Shyamal effectively, a working arrangement was evolved whereby both Lal and Shyamal worked independently. Two months ago, Lal was transferred. The Deputy Manager told Shyamal to look after all the jobs in the Autoelectric Shop and gave him hope that he would be considered for promotion.

Now Sunil, aged 32 years, who was recruited three months ago as Autoelectrician and posted in the valley garage, was transferred to the Autoelectric Shop. Shyamal was extremely unhappy. Sunil was also dissatisfied to find that Shyamal, though a Helper, earned much more money than him. Moreover, Sunil had another cause for dissatisfaction; he appeared for a post at the N-5 scale but was given the N-4 scale only. When Sunil came to the hill top garage, the relations between Sunil and Shyamal were strained initially but apparently became normal over time. On one occasion, Shyamal complained to the Assistant Manager that Sunil was delaying the jobs to get more overtime. In fact, the overtime for the Autoelectric Shop was going higher.

One day at 2 : 30 p.m. there was a hue and cry in the Autoelectric Shop, and people found Shyamal lying on the floor and crying. Shyamal complained that Sunil had given him a hard blow on the chest. Sunil explained that working by the side of Shyamal, a tool slipped and he lost his balance, so his hand merely touched Shyamal.

Questions :

- (a) Discuss the main issues in the case.
- (b) Evaluate Shyamal's behaviour and add your opinion to change his behaviour.
- (c) Which interpersonal behaviour is most problematic? How would you resolve the conflict?



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No. of Printed Pages : 5

MS-023

MANAGEMENT PROGRAMME

Term-End Examination

June, 2018

02646

MS-023 : HUMAN RESOURCE PLANNING

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

-
- Note : (i) There are two sections A and B.
(ii) Attempt any three questions from Section-A. All question carries 20 marks each.
(iii) Section-B is compulsory and carries 40 marks.
-

SECTION - A

1. Explain the concept and process of Human Resource Planning (HRP). Discuss the manning standards and utilization of manpower planning process.
2. Explain the concept of job analysis. Briefly describe the various methods of job analysis and their relevance in present day context.
3. Discuss the process of career planning. Provide a case for justifying the relevance of career planning.
4. Explain the concept, need and scope of HR audit. Discuss the essential steps of the auditing process.

5. Write short notes on **any three** of the following :
- (a) Management by Objectives (MBO)
 - (b) Selection tests
 - (c) Succession planning
 - (d) Induction training
 - (e) Job evaluation

SECTION - B

6. Read the case given below and answer the questions given at the end :

Pearl Engineering Company was a large heavy-engineering unit. It attached great importance to the recruitment and training of its senior supervisors. Apart from selecting them from within the organization, the company recruited, every alternate years, about ten young engineering graduates and offered them training for a period of two years, before they were appointed as senior supervisors. Such appointments were made to about 40 per cent of the vacancies of senior supervisors that occurred in the organization. This was considered necessary by management as a planned programme of imparting vitality to the organization. Besides, many of the old-timers, who had risen from the ranks, did not possess the necessary academic background with the result that they could not keep pace with the technological changes. Management also believed that in the rapidly changing conditions of industry, a bank of technically competent supervisors played a pivotal role, besides serving as a pool from which to select future departmental managers.

Engineering graduates were selected from amongst those who applied in response to an all India advertisement. For the selection of one engineer, on an average, eight applicants were called for interview. A selection committee consisting of the General Manager, the production Manager, the Personnel Manager and the Training Officer interviewed and selected the candidates. The selection interview was preceded by a written test and only those who secured 40 per cent marks qualified for interview.

The engineers thus selected had to undergo a two-year intensive theoretical and practical training. A well-staffed and equipped Training Institute was directly responsible for the training of the graduate engineers, besides training trade apprentices and operatives required by the company. Lectures on theoretical subjects were given at the Training Institute and practical training was imparted in all the works departments under the guidance of qualified and experienced instructors. A few lectures by senior officers of the company were also arranged to acquaint them with the company policies on different matters. During the last quarter of their two-year training programme they were deputed to work full-time to familiarize themselves with the conditions in departments where they were to be absorbed eventually.

On successful completion of training, the graduate engineers were offered appointments, depending on their performance and aptitude as revealed during training. On placement in the works departments, however, most of them faced some difficulty or the other.

According to management, some of the heads of departments, who were themselves not qualified engineers, did not have sufficient confidence in these younger men. They preferred the subordinates who came up from the ranks to hold positions of responsibility. A few discredited them saying that it would take years before these youngsters could pick up the job. Besides, some of the employees, whose promotional opportunities were adversely affected by the placement of graduate engineers, tried their best to run down the latter as a class, sometimes working on the group feelings of the workers. Some of the supervisors who were not graduate engineers also spoke derisively of them as "the blue-eyed boys" of the organization. Management knew that many of the graduate engineers were not utilized according to their capacity or training, nor was any attempt made to test or develop their potentialities. They also knew that many of the graduate engineers were, therefore, dissatisfied with their work life. Some of them who did not get equal promotional opportunities as their colleagues placed in other departments, were looking for better jobs elsewhere.

On the other hand, according to management, the young graduate engineers were themselves partly responsible for the hostile attitude of others in the organization. Some of them failed to appreciate that a newcomer invited hostility in the beginning and it took time before he was accepted as a member of the work-group. They did not realize that they would be fully productive only after gaining about five to seven years' experience in the organization. A few thought that they belonged to a superior cadre and threw their weight around. They did not bother to understand and appreciate the problems of the rank-and-file of employees who worked under them.

In spite of these drawbacks, the General Manager of the company felt that these men were a set of disciplined supervisors. They had a sense of pride in their profession, and with the extensive training they had received, they would be able to take up any responsible position in the organization in course of time.

The General Manager could not allow the situation to continue especially when it was a difficult and costly process to recruit and train young engineering graduates of the requisite type and calibre. He knew that the prosperity of the company, to a large extent, depended on these young men. In addition a large number of lucrative employment opportunities were available to these young engineers elsewhere and there was a systematic raid on them. He, therefore, called a meeting of all heads of departments to review the situation.

Questions :

- (a) Identify the issues in the case.
 - (b) Discuss the strategies to tackle the Problem.
 - (c) What kind of training programme would you suggest in this case ?
-

No. of Printed Pages : 6

MS-023

MANAGEMENT PROGRAMME

Term-End Examination 00103
December, 2018

MS-023 : HUMAN RESOURCE PLANNING

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note : (i) Attempt any three questions from Section-A. All questions carry 20 marks.

(ii) Section-B is compulsory and carries 40 marks.

SECTION - A

1. Discuss the process and functions of human resources planning briefly. Cite suitable examples.
2. What are the aims and objectives of career planning? Discuss the three key players in career development process relating to their sides and responsibilities.
3. Write short notes on **any two** of the following :
 - (a) Dislocation of employees
 - (b) Potential appraisal
 - (c) Selection process
4. Explain the process and steps of job analysis. Discuss with examples.
5. Explain the concept, need and scope of HR Audit. Describe the essential steps in the auditing process.

SECTION - B

6. Read the case and answer the questions given at the end :

Alpha Co. Ltd. was started about a decade ago. The location of the plant was based on its present and future requirements. The optimum conditions for this company could be spotted only in an isolated place and hence the plant was situated in a quiet rural area far away from any industrial belt. The nature of process is such that workers are subject to only indirect supervision. Therefore, the final output of the company is dependent on the integrity of individual employees.

The plant has a total work-force of about 2,600. Of this, five per cent are managerial, five per cent are supervisory, and the rest are workmen and office staff. The bulk of the workers are from the neighbouring areas of the plant. Since many of the employees had no industrial background, they were given pre-job training before being put on their jobs. The turnover of employees is very low. The majority of the workers have been with the company since its inception.

The company has four major divisions : Production, Services, Laboratory and Administration. In Production, there are four sections concerned with the process or the stage of production. In Services, there are four sections : Mechanical, Maintenance and Workshop, Civil, Electrical and Fluids. Administration consists of Personnel Marketing, Purchase and Stores. The Managing Director is the Chief Executive of the company to whom the heads of the division report directly. Executive decisions are made on the advice of the heads of divisions.

made feverish attempts to get the ruling political party interested in them. The recognised union succeeded in its efforts. But while one faction of the union demanded the immediate implementation of the new wage scales, another faction wanted its revision. This resulted in server inter-union rivalry.

In view of the Memorandum of Settlement filed with the Government Conciliation Officer, the new wage structure had got to be implemented. If it was implemented, the restlessness of the dissatisfied section of the employees would increase. A general wage increase for all employees was also not possible because the employees who would derive benefit from the new wage structure would come up with representations that the other employees whose wages were rated low were also being paid on par with them, and therefore, they should be paid more to maintain the differential. If this were agreed to, the other section of the workers would agitate for further increase. Thus, the whole idea of having a rational wage structure had fallen into a vicious circle.

Questions :

- (a) Identify the main issue in this case.
- (b) What should have been the policy of management with regard to wage and salary administration ?
- (c) What will help in determination of an equitable and fair wage structure ?

Job Evaluation Study and Wage Survey

Some employees in Service Department felt that they were not being paid commensurate with the skills required for their jobs, and hence started an agitation. Till then, there was no union worth mentioning in the plant. There was one union, but it did not have any activities nor any sizable membership. Subsequent to the agitation in the Services Department, a new union emerged. It was being led by the workers of the Production Department. It submitted a charter of demands to the management demanding, inter alia, equal wages for equal jobs; according to it, many of the skilled jobs were being paid wages applicable to unskilled jobs. The Managing Director suggested that any wage structure without a scientific basis would not help anybody. The union accepted the suggestion and asked him to formulate a rational wage structure. Both the union and the management agreed to have a wage structure based on work study and job evaluation.

Accordingly, they submitted a Memorandum of Settlement under Section 12(3) of the Industrial Disputes Act, 1947, to the Government Labour Officer, according to which the management was to engage a consultancy agency to carry out manpower studies, work study, job evaluation, and a wage survey. It also envisaged that an interim payment would be given to certain categories of employees pending the consultancy agency. Then the company engaged a consultancy agency. The consultants, before they started the studies, had a meeting with the union and the management at which the following points were agreed to :

- (1) The consultants would carry out studies of job evaluation and wage survey for all workers, office staff, and supervisory personnel. These would be preceded by a study to ascertain the optimum manpower required by the company.
- (2) The union and the management would give full cooperation to the consultants.
- (3) There would be no retrenchment of staff nor any reduction in the present emoluments, while implementing the consultants recommendations.
- (4) The management would implement the recommendations of the consultants in toto.

The consultants took up the job evaluation study and submitted their report within a year. The report was discussed between the union and the management, and both parties accepted the recommendations on a new wage structure.

The management started to implement the consultants' recommendations. At the implementation stage many problems had to be solved. The job positions, according to the consultants, had to be different from the existing ones in terms of their relative worth. Seniority being the underlying principle, it was not acceptable to anyone that a junior man should be paid more than his senior. In fact, the rules of the company did not allow for this. Retaining the people in the jobs they were doing before the implementation of the recommendations would have meant disturbing the principle of seniority by

allowing a junior to get a higher wage than his senior. Hence it was decided not to adopt the policy of "as is where is" placement of men on jobs. It was decided to place employees in a common category of jobs on the basis of their seniority in order that the seniormost in that category would get the highest job whether or not he fulfilled the requirements of the job.

An agreement was reached between the recognised union and the management to implement the report in full. In the meantime, a section of the employees, particularly those in the Laboratory and some in the Production Department, whose job after evaluation had gone down in ranking, expressed doubts about the validity of the report. This dissatisfaction gradually gained momentum. Some of the leaders of the recognized union who had signed the agreement for the study of job evaluation also joined the dissatisfied group. They deserted the recognised union and joined the other union which was ignored all along. Thus, the minority union gained strength with the addition of the dissatisfied workers to its ranks. It started propagating among the workers against the new wage structure. Then every employee started to compare what benefits others got under the new wage structure. Each union wanted to establish its supremacy and brought pressure on the management to achieve its own ends. The unions also felt that the support of the ruling party would help them in achieving their goal. Therefore, they

No. of Printed Pages : 8

MS-023

MANAGEMENT PROGRAMME

Term-End Examination

June, 2019

03142

MS-023 : HUMAN RESOURCE PLANNING

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

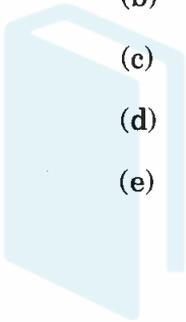
Note :

- (i) There are **two** sections — A and B.
- (ii) Attempt any **three** questions from Section A. All questions carry 20 marks each.
- (iii) Section B is **compulsory** and carries 40 marks.

SECTION A

1. Explain the concept and process of Human Resource Planning (HRP). Cite suitable examples.
2. Define job analysis. Briefly describe the various methods of job analysis and their relevance in the present day context.

3. What is career planning ? Differentiate between career planning and career development.
4. Explain the concept, need and scope of Human Resource Audit. Discuss the essential steps of HR audit.
5. Write short notes on any **three** of the following :
 - (a) Management by Objective (MBO)
 - (b) Interview
 - (c) Succession Planning
 - (d) Induction
 - (e) Job Evaluation



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SECTION B

6. Read the case given below and answer the questions given at the end of the case :

Careers at Reliance Energy Ltd. (REL) are built on the concept of forming a team of people or individuals who are made responsible for specific functions, from concept to development and implementation, with concomitant empowerment.

Reliance Energy Ltd. provides employees seamless merging of functional roles to provide a sharper business focus and groom employees for larger responsibility across the industry sector. The company believes that working smarter would mean not just doing a given job well, but also stretching it into a mini profit-making project. As the transition from the old HRD to the new people management has materialized, the HR function at REL has begun to play a role much broader in scope, stronger in impact, and more permanent in effect.

Career development

Employees have various opportunities to develop their careers at REL :

- Exposure to latest technological know-how
- World-class management practices
- Multifunctional skills

- Customer relationship management
- Exposure to regulatory, legal, and contractual aspects of business
- Fast growth

Recruitment

Woven into strategic planning, recruitment in REL does not involve short-term vacancy or the annual ritual of campus recruitment. Translating corporate strategies into a manpower plan and developing a long-term programme accordingly, REL is tracking down people with the combination of knowledge, experience, skills, and behaviour best suited to achieving the company's objectives. The focus of the recruitment process is to :

- Attract people with multi-dimensional experiences and skills
- Induct talent with a new perspective to lead the company
- Develop a culture that attracts people to the company
- Locate people whose personalities fit the company's values
- Devise methodologies for assessing psychological traits
- Seek out unconventional development ground for talent
- Design entry pay that competes on quality as well as quantum
- Anticipate and find people for positions proactively

Induction

A formal induction programme is organized for all the new employees. A structured induction programme is carried out for :

- **Lateral inducts**
 - This provides a general overview of the organization to the new recruits and familiarizes employees with various business processes, culture, and business practices of the company.
 - It also covers soft skills modules like team building, change management, communication, etc.
- **Graduate Engineer Trainees (GETs)**
 - All the GETs undergo a one-year induction-training programme.
 - The induction programme contains
 - ♦ **Technical training**
 - On-the-job training
 - Classroom training
 - ♦ **Functional training**
 - ♦ **Managerial skill development**

Performance Management

To ensure that the talent that REL attracts can help it achieve its goals, it creates appropriate working conditions by adopting the following steps :

- Evaluating all jobs so as to assign them to the individuals best suited for them
- Designing customized jobs, if necessary, using techniques drawn from behavioural sciences and industrial psychology
- Creating manpower configurations to boost the ability of the individuals
- Balancing corporate and employee interests by designing individual career paths

Objectives of REL's Performance Management System (PMS)

Following are the objectives of REL's PMS :

- Create a culture of excellence that inspires every employee
- Match organizational objectives to individual aspirations
- Equip people with the skills necessary to perform their duties
- Clear growth paths for specially talented individuals
- Provide new challenges to rejuvenate stagnant careers
- Forge a partnership with people for managing their career
- Empower employees to take decisions without fear of failing
- Imbibe teamwork in all operational processes

Performance Appraisal System

The Performance Appraisal System in Reliance Energy Ltd. provides for

- Recognition of individual performance
- Continual learning and development
- Better skills and employability
- Monetary and other rewards
- The achievement of the organization's goals
- Increased productivity and profitability
- A motivated workforce

Training and Development

With the changing business environment becoming more and more dynamic, a need on a continual basis for improved domain expertise is the need of the hour. The core function of the training department is to bridge the gap between the changing requirements of the job and the abilities that individuals need to perform these tasks such as self-directed leadership, self-motivated teams and self-generated creativity to excel in their respective areas of performance.

Objective of the Training and Development (T & D) department

- Make learning one of the fundamental values of the company
- Commit major resources and adequate time to training

- Use training to bridge the gap with the external work
- Integrate training into initiatives for change management
- Use training as a developmental tool for individuals
- Link organizational, operational and individual training needs
- Install training systems that substitute work experience
- Ensure that training allows the staff skills to bloom
- Use retraining to continuously upgrade employees skills
- Create a system to evaluate the effectiveness of training

Questions :

- (a) Critically analyse the HR practices of Reliance Energy Limited.
 - (b) Evaluate the linkage between the career plan and recruitment practices.
 - (c) Analyse the performance management systems and suggest changes, if any.
 - (d) Evaluate the approach towards the training and development in REL.
-

No. of Printed Pages : 5

MS-023

MANAGEMENT PROGRAMME

01903

Term-End Examination

December, 2019

MS-023 : HUMAN RESOURCE PLANNING

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

Note :

- (i) There are **two** sections, A and B.
- (ii) Attempt any **three** questions from Section A. All questions carry 20 marks each.
- (iii) Section B is **compulsory** and carries 40 marks.

SECTION A

1. Discuss in detail, the characteristics of various forecasting techniques for human resource planning.
2. Explain the job analysis process. With a suitable example, describe the implementation of job analysis.

3. Discuss the aims and objectives of career planning. Describe succession planning.
4. Explain the concept and need of Human Resource Information System (HRIS). Describe the role of Information Technology (IT) in Human Resource Information System.
5. Write short notes on any *three* of the following :
 - (a) Flexible Workforce
 - (b) Coping with Dislocation
 - (c) Placement Process
 - (d) Human Resource Inventory
 - (e) Human Resource Accounting

SECTION B

6. Read the case given below and answer the questions given at the end of the case :

'Inside Rails' is an organisation with 15,000 employees scattered all over India in their seven branches. To provide for future manpower needs of the enterprise, in terms of sales, number, age, i.e., to provide the right number of employees with the right talents and skills at the right time to perform the right activities to achieve the set objectives and to fulfil the corporate purpose, manpower needs used to be calculated initially at the corporate office itself.

For the post of Chief Draftsman in the graded pay structure of ₹ 2000-3200 plus perks, taking into consideration the needs of the entire organisation with its various branches, the manpower needs were to be assessed. While assessing the manpower needs, the following information is generally collected :

- (a) Details of previous selections
- (b) The availability of manpower on hand
- (c) Actual sanctions
- (d) Present holdings
- (e) Vacancies

- (f) Anticipated vacancies for the next one year
 - (i) due to normal wastage
 - (ii) due to diversification
 - (iii) due to unforeseen circumstances
- (g) Surplus, if any, anticipated from other divisions of the organisation.
- (h) Any other special considerations.

An addition of 20 per cent over the net vacancies arrived at is generally made, to arrive at the total requirement. While working out the requirements for this category which is at the highest supervisory level and is the feeder category for managerial promotions, the anticipated vacancies on account of expected promotions are also taken. 20 per cent of the total vacancies arrived at are filled up by open market recruitment with graduate engineers while 80 per cent is by promotion of diploma holders. Those who are recruited directly from the open markets are given training for one year and then only posted to the working posts. Though they are called trainees, they are counted against working posts since their absorption is certain. The corporate office processed a requirement profile for the years 1990 and 1991 with the following information collected from various sources. The following particulars were available :

- (a) Number available on hand for promotion 13
- (b) Number of posts on hand 22
- (c) Number on rolls 20
- (d) Anticipated requirements to be filled on account of retirement, wastages, etc. 6
- (e) Total requirement 7

Action was initiated and the process was carried through, till the time of fixing a date for selection and interviews. It was, however, seen one day prior to the date of interview, by the Chief of Personnel when some who had come for interview paid a courtesy call on the Chief and when he called for the papers since he did not know about the selection, that the actual requirement would get considerably reduced. It was also seen that if the process was carried through and if seven persons were selected, this would create problems and discontentment amongst the staff since at least the last few out of the seven would not fit in. The Chief of Personnel was perplexed.

Questions :

- (a) How and why has this situation arisen ?
 - (b) Was there anything wrong in the system ?
 - (c) How will you resolve the situation ?
-

No. of Printed Pages : 3

MS-023

MANAGEMENT PROGRAMME (MP)

Term-End Examination

June, 2020

MS-023 : HUMAN RESOURCE PLANNING

Time : 3 Hours

Maximum Marks : 100

Weightage : 70%

Note : Attempt any five questions. Each question carries 20 marks.

1. Explain, why is Human Resource Planning important ? Describe the process and various forecasting techniques being used in Human Resource Planning.

P. T. O.

[2]

MS-023

2. Explain the concept and process of Human Resource Planning (HRP). Discuss the review process of Human Resource Planning and also mention, how it balances the competing and conflicting elements.
3. Explain the issues in demand forecasting. Discuss the different factors contributing to demand forecasting with suitable examples.
4. Define and explain job analysis. Describe its importance in an organisation.
5. Explain the various job evaluation methods and its objectives. Describe the recent developments in job evaluation system. Give suitable examples.
6. What is Recruitment ? Briefly describe the methods and techniques of recruitment.

[3]

7. Discuss the aims and objectives of career planning. Explain the career planning process and its various benefits to the employees with citing suitable examples.

8. Explain the concept, need and scope of Human Resource Audit (HRA). Describe the various essential steps and techniques involved in auditing process.

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No. of Printed Pages : 8

MS-22

MANAGEMENT PROGRAMME (MP)

Term-End Examination

December, 2020

MS-22 : HUMAN RESOURCE DEVELOPMENT

Time : 3 Hours

Maximum Marks : 100

(Weightage : 70%)

Note : (i) *There are two Sections A and B.*

(ii) *Attempt any **three** questions from Section A. All questions carry equal marks.*

(iii) *Section B is compulsory and carries 40 marks.*

Section—A

1. What is Competency ? Why do organisations need competency mapping ? Briefly discuss the steps followed in competency mapping. Explain with suitable examples. 20

[2]

MS-22

2. Briefly explain the concept of performance management. Enumerating major methods, and movements, discuss benchmarking as a method of increasing organisational performance. Explain with suitable examples.

20

3. Define and differentiate between Profession and Occupation. Briefly explain the characteristics of profession with relevant examples.

20

4. Define Globalisation and Global Corporations. Briefly discuss the benefits of being global in an organisational set up, and the elements which help making globalisation work. Explain with examples.

20

5. Write short notes on any *three* of the following :

20

- (a) Cognitive Age
- (b) The three “Ss” of the organisational development
- (c) Internal self-renewal facilitators
- (d) Designing Reward System
- (e) Knowledge management in organisations

Section—B

6. Read the following case carefully and answer the questions given at the end : 40

ABC Food Limited, a multinational corporation dealing in consumer food products, started its operations in India from 1965.

Initially, the growth of the company has been very slow, because of the limited market size in India for ready food items, However, during the last three years there has been a boom in the fast food market and many new companies have ventured into the same product line. ABC Food Limited, being an old company operating in India, has distinct advantages vis-a-vis its competitors who are of recent standing. The products of the company have enjoyed very good reputation in the market from the day of its inception. Over a period of time, the company has added many new products which have been successfully accepted by the market. In view of the recent competition offered to its existing product line, the company has

launched a number of new products in the last three years. Based on the Market Research Survey conducted by the company regarding acceptance of their new products, the feedback has been excellent. There is ample scope for the company to penetrate into the existing markets as well as expand the size of the existing market by introducing its products into areas in which the company does not have any marketing set-up till date.

The organisational set-up of the company in India consists of Marketing Director at the corporate level and four Zonal Managers—Marketing, each incharge of East, West, North, South zone independently.

The order of promotion in Marketing Department is Management Trainee—Marketing Officer—Branch Manager—Regional Manager— Zonal Manager—Director Marketing.

Mr. Khan joined the company in 1982 as a Management Trainee, Marketing and after

completion of two years of rigorous Management Training in all the four zonal offices, he was placed in Bombay Zonal Office as Marketing Officer. Mr. Khan did his MBA in 1982 after graduating in Commerce. He was selected on the basis of Campus Interview by the company. Mr. Khan has been recognised as an outstanding officer based on his previous Performance Appraisal Reports throughout his career with the company by different bosses with whom he had worked during the relevant time.

The company's performance appraisal system has been recently updated and modified with the cooperation and consultation of an outside consultant in the area of Human Resource Development. The thrust of the new performance appraisal system is on mutual consultation and fixation of target on the basis of joint discussion between the appraisee and the appraiser. Another distinct feature of the new system is that it has two-tier system of

assessment, one by the immediate boss under which the appraisee is working and second by the boss of the reporting officer.

The immediate boss of Mr. Khan is Mr. Singh, who is in the grade of Branch Manager but placed at Zonal Office, Bombay. During the last three years, Mr. Khan and Mr. Singh have been given the assignment of conducting Market Research in various parts of the country with the help of an advertising company. In this connection both have to travel extensively to different parts of the country, being away from their families and permanent place of work at times for even more than 15 days in a month. Mr. Dutt, the Zonal Manager, Marketing incharge of Bombay division since 1985, was transferred on promotion as Zonal Manager from Northern Zone where he was working as Regional Manager. He has been observing the working of Mr. Khan as reviewing officer, being the immediate boss of Mr. Singh. During this period, Mr. Dutt has developed a fancy for Mr.

Khan being smart, energetic and dynamic in his approach to work, He has been talking good about him to Mr. Singh from time to time.

However, during some of the trips to outstation which were jointly undertaken by Mr. Khan and Mr. Singh, Mr. Singh observed that Mr. Khan has started taking his work lightly as he tends to spend more time with clients in informal get-togethers instead of serious business discussions. Moreover, he has developed tendency of overcharging his expenses on such tours to the company. So far, all such expenses were authorised by Mr. Singh for payment to Mr. Khan. Keeping in mind Mr. Khan's excellent performance, Mr. Singh has been avoiding bringing it to Mr. Khan's notice.

Mr. Singh has to fill up the Appraisal Report of Mr. Khan for the calendar year 1988. For the last three years, ever since Mr. Khan started working with Mr. Singh, he has been getting excellent reports from Mr. Singh. In view of the above developments, Mr. Singh has not given

an excellent report to Mr. Khan for the Appraisal Year 1988. He has also made certain adverse remarks about his integrity and honesty.

Mr. Khan is due for promotion and the Appraisal Report for 1988 is very important for him because as per the promotion policy of the company, promotions are decided on the basis of the last three years' appraisal reports.

Questions :

- (a) Identify and discuss the core issue in the case. 10
- (b) Was Mr. Singh justified in giving adverse remarks regarding Mr. Khan's integrity and honesty ? 10
- (c) How would you view the action of Mr. Singh, if you were the M. D. of the company ? 10
- (d) If you were the M.D. of the company, how do you solve the issue ? 10