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### End Semester Examination

Name of the Program: MBA

Name of the Course: Manpower Planning, Recruitment & Selection

Paper Name: Manpower Planning, Recruitment & Selection

Semester: 4<sup>TH</sup>

Course Code: MB404 (H3)

Time: 3 Hour

MM: 100

Note:

- (i) This question paper contains two sections.
- (ii) Both sections are compulsory.

#### Section- A

Q1. True or False

(1 x 10 = 10 Marks)

- a) HR Planning is future oriented.
- b) Managerial judgment technique is use for supply forecasting.
- c) Human resource planning and workforce planning mean one in the same.
- d) Job specification translates job description into terms of human qualifications.
- e) Job sharing is related to flexible work practices.
- f) Job redesign follows job analysis.
- g) Staffing the HRP department does not require specifying the job requirements.
- h) Training helps in skill upgradation.
- i) Information needs differ from organization to organization.
- j) HRIS does not create administrative date.

#### Section-B

Note:

Answer all the questions by choosing any two of the subject questions from a,b,c & question 'd' is Compulsory.

Q.2

(10 X 2= 20 Marks)

- a) Give the meaning and definitions of HR Forecasting. Explain the various benefits of HR forecasting in detail.
- b) What are the different factors influencing HR forecasting? Explain in detail with the help of suitable examples.
- c) Explain the concept of nominal group technique of HR planning. How will you differentiate it with brainstorming?
- d) Read the following case study carefully and answer the following questions. (10 Marks)

Asian motor Ltd is an automobile spare part company which is there in the market from 6 decades. It was serving to the needs of the customers (majorly focused on 3 companies) by giving product delivery time to time and goods with good quality. To achieve the above said things Asian motors had to walk a long history. The work-force is the main reason because of which Asian motors is well known for its timely delivery and good quality goods. Most of the employees in Asian motors are associated with the organization for more than 3 to 4 decade. It is said that the one who join the organization as a fresher will leave the organization as a retired person only. The turnover ratio is very low in Asian motor ltd due to the feel of satisfaction and job security provided by Asian motor ltd management. Till last year everything was fine with Asian motors.

During the last year the scenario has changed. Number of competitors enters in the market and each one of them was well equipped with all modern technologies. 2 among the major 3 customers who applied for Standards like TQM ISO started pressurizing Asian motors to go for modern technology as a part of their Standards process. They want the goods that are manufactured through modern machineries.

The management is also ready to go for an organisational development by accruing new machines and adopt all required modern technologies and allocated a big amount of fund towards this plan. The management was fully aware that to sustain the business they have to go for Organizational change and development. The management hired an OD consultant who will work out a plan for the change and find out the hurdles in implementing the plan.

The OD consultant stated in his report that, the employees are the major hurdles in achieving the target of modern plant in Asian Motors. The reasons stated by him are:-

- a) Very old employee who are not much comfortable in adopting the new system.
- b) Chances of employees to show less interest towards Training in the new machineries as their employment period will be very less due to their age.
- c) Major reason is it is not advisable and won't be fruitful to invest the training and development amount on those employees ( 40% ) who are going to retire in less than 5 years.

This started a pressure in the minds of the employees about the job security. The union leader quoted in front of management that "The place which we felt it is our own organization which will never leave us aside or where we want to serve for our life time becomes a question mark in front of us". The management assured him that "we will never commit such things which will put the employees in loss. There will be no question of job security here. And we all together will create a modern plant equipped with latest technology at Asian motors. Our plan is ready for that."

He presented the plan in front of all the employees after listening to which the employees felt so happy and they confirmed that it is their own organization and they will serve for the company till their life time.

#### Case Questions:

1. Locate and discuss the external factors which are determinates of this case in detail.
2. What would be the possible plan drafted and discussed by the management to solve the issue through which both the employees and management would be benefited?

#### Q.3

(10 X 2= 20 Marks)

- a) What do you mean by employee induction program- Explain in detail? Also mention the steps involved in induction.
- b) Explain in detail the role of HR Forecasting in managing internal and external recruitment?
- c) What do you mean by employee retention? Explain the concept of succession planning with the help of replacement chart.
- d) Read the following case study carefully and answer the following questions. (10 Marks)

Vikram, a young and tech-savvy guy, wants to be an entrepreneur and could not fulfill his dream due to a lack of financial support from the family, always looks depressed and stressed. He got habituated to the games and video-making apps where he spends most of his time. He was highly engaged in 2 major apps one being a famous video making app in which Vikram has created and posted many videos that brought him a good number of followers. Vikram's friend Vedant, one day asked him how he could create and post these many videos in the app. Vikram replied that it is possible because he learned almost all the tricks and shortcuts of the App. Even though Vikram was busy with his job, videos, and games, his thirst for entrepreneurship was still disturbing him almost every day.

#### The Opportunity

One day Vikram was busy developing a concept for his video and the shocking news popup in his mobile which made him standstill. The popup said that the government has banned a number of Apps in the country and his video making App was one among that. He felt that his future becomes a big question mark as he will lose his followers.

Seeing his condition his friend Vedant said that Vikram I could not see you like this. Being a techno-savvy guy having good programming and coding skills and also a person trying to prove himself as an entrepreneur must see this situation as an opportunity and not a problem. "Vikram I don't think you will get a better situation than this to fulfill your dream of an entrepreneur. I hope you are getting what I am trying to say" smiled Vedant. Vikram nodded his head as a gesture of Understanding and gave a big smile to Vedant and he said "Vedant, I will convert my followers as my subscribers".

**Case Questions:**

1. What was Vedant talking about? What was the opportunity that he was mentioning?
2. Analyze the case and identify the supportive points for Vedant's claim.

Q.4.

(10 X 2= 20

Marks)

- a) Explain the meaning and concept of HRIS in detail. Also explain the different modules of HRIS.
- b) What do you mean by HR-Audit? Explain the use of HR Audit in HRP?
- c) Explain the role of six sigma practices in HRP? Briefly explain the role of BPO and HRO in managing HR.
- d) Read the following case study sequences under the respective heads and carefully and answer the following questions.

(10

Marks)

Parrika chemicals is a well-known name in the chemical industry from past 42 years. They hold a good market share and also involved in manufacturing various chemicals which is used in various industries like FMCC, Pharma, Pesticides, Leather and various other industries. Hence Parrika is having 2 big plants, namely Alpha and Gamma, for the manufacturing of chemicals, Alpha being the parent plant and Gamma being started 10 years back. Vijay is a young, dynamic and committed employee in the accounts department of Gamma plant. Vijay is working with Parrika Chemicals from more than 6 years. He is an MBA finance graduate, with versatile knowledge in Finance. Moreover, his committed nature was never a question and known for that almost in the entire plant.

**Vijay Expects Transfer**

However Vijay always looks forward for a transfer to the parent Plant Alpha as he feels he can get so much to learn there. Vijay is applying for the same from last 3 years. Every time he used to wait eagerly for the transfer list which usually displayed in July 1st of every year. Eventually his name was not there in the list all the time. First two times he didn't take it seriously and waited for another chance. Subsequently when his application rejected for the third time he was absolutely disturbed.

**Vijay got disappointed**

Finally he decided that it's time to speak with the HR team. He took an appointment where in during the meeting Mr. Sudan head HR, Ms. Kavary head Finance both were present. Curious Vijay directly started with the question "Why my name is not there in the transfer list?" "I want to know the reason for the rejection of my application". Even though there is no difference in compensation and benefits he still always wanted to be there. Undoubtedly, both Sudan and Kavary were shocked by the tone and reaction of Vijay. Still they maintained the temper and tried to be cool. Kavary started "Vijay, You are one of the best performing employee in the department. You and David, your own classmate, joined the organization together. Still you got many training and opportunity for various courses than him, can you deny the fact?"

**Vijay is privileged**

Vijay, actually got understood that he is privileged still he maintained the furious anger and said, "Yes it very true, but the fact is he got transfer in his second application. Now he is in Alpha and I am still here." Sudan started, "But, Vijay why you apply for the transfer every year, the compensation, benefits, timing, culture everything is same in both the plants". There prevailed an absolute silence. Vijay broke the silence, "All are same, but the finance department is big there with lot many employees. I can perform more, I can shine more."

### Kavery's Decision

Kavery Says, "Ok Mr. Vijay, Now I understood your issue. Being the head finance I am giving my Pre-concern. If MR. Vijay applies for transfer next year I don't have any issue in giving clearance to him", HR head was not convinced with the happenings because the fact is Kavery was the reason for his rejection of transfer.

### Sudan Recollected

He recollected the conversation between him and Kavery on the transfer application of Vijay Kavery says, "Sudan, Vijay is very dynamic. In very young age he is excelling well. I want to mold him in various financial aspects. If we put him in Alpha he may not get the exposure in all aspects as the department is big." "Moreover", Kavery continues, "Mr. Mohite who is sub head of finance will get retired in 2 years. So I wish Mr. Vijay to takeover the position." Now, Sudan taught both Kavery and Vijay are not in a situation to understand. So he planned that next day he will talk with both of them and make the things and intention of Kavery transparent. Sudan was shattered the next day when he received the resignation letter from Vijay stating that due to personal reason he is resigning the job.

### Case Questions:

1. What should Sudan do now?
2. Who is at fault and to which concept of HRM/HRP will you relate this case?