



Name :

Roll No. :

Invigilator's Signature :

**CS/MBA/SEM-3 (FT) & 5 (PT)/HR-302/2012-13
2012**

HUMAN RESOURCE PLANNING

Time Allotted : 3 Hours

Full Marks : 70

The figures in the margin indicate full marks.

*Candidates are required to give their answers in their own words
as far as practicable.*

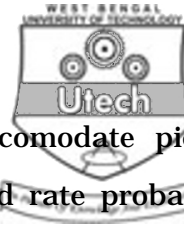
GROUP - A

(Multiple Choice Type Questions)

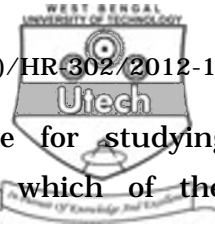
1. Choose the correct alternatives for any *ten* of the following :

5 × 2 = 10

- i) The Carnegie-Mellon SEI has authored the P-CMM model. The acronym stands for
- a) people competency maturity model
 - b) people capability maturity model
 - c) PERT competency method model
 - d) none of these.



- ii) Wage calculation tools that cannot accommodate piece rates higher or lower than the standard rate probably subscribe to the
- a) straight piece rate method
 - b) Emerson plan
 - c) Merrick rate
 - d) Taylor's formula.
- iii) The Tavistock leavers-time curve usually helps analyse, specifically
- a) qualitative HR wastage analysis
 - b) stability
 - c) turnover
 - d) churn.
- iv) The strict standards of the Delphi method do allow the use of
- a) common nominal group techniques
 - b) repeated rounds
 - c) inclusion of laymen
 - d) disclosure of the consensus.



- v) Cohort analysis, a common technique for studying wastage analysis, takes into account which of the following key features of the cohort(s) being studied ?
- a) Homogeneity
 - b) Heterogeneity
 - c) Physical measurements of employees
 - d) None of these.
- vi) An organized factual statement of jobs and responsibilities of a specific job is called
- a) Job evaluation
 - b) Job summary
 - c) Job description
 - d) Job specification.
- vii) Managerial judgement is a step of
- a) HRIS
 - b) HR Accounting
 - c) HRP
 - d) HR Auditing.
- viii) Work study is a technique of
- a) Supply forecasting
 - b) demand forecasting
 - c) HR Audit
 - d) HRIS.



- ix) Which of the following is not done in case of surplus situation ?
- a) Downsizing
 - b) Redeployment
 - c) Recruitment
 - d) Training & Development.
- x) Which of the following is a possible alternative to recruiting ?
- a) Outsourcing
 - b) Use of contingent workers
 - c) Employee leasing
 - d) All of these.
- xi) Lev and Schwartz model is related to
- a) Human Resource Planning
 - b) Human Resource Accounting
 - c) Human Resource Audit
 - d) None of these.
- xii) A commonly used HRIS software is
- a) PeopleSoft
 - b) SAP-HR
 - c) Oracle
 - d) all of these.



GROUP - B

(Short Answer Type Questions)

Answer any *three* of the following. $3 \times 5 = 15$

2. Discuss in brief the steps in HR Audit.
3. Differentiate between career planning and succession planning.
4. Differentiate between job enlargement and job enrichment with examples.
5. What measures would you suggest for a small manufacturing organisation to take up to retain its key-line workers ?
6. What are the challenges faced in implementing HRIS in a traditional organisation ?

GROUP - C

(Long Answer Type Questions)

Answer any *three* of the following. $3 \times 15 = 45$

7. Following are the employee movement details of Metal Engineering Co. :

Job A : Present number of employees is 300. The transition probabilities are that — 70% of the employees stay on the job during a year, 20% shift to *Job B* and 10% leave this organization.

Job B : Present number of employees is 150. The transition probabilities are that — 80% will stay on the job, 10% shift to *job A* and 10% quit.



Job C : Present number of employees is 275. The transition probabilities are that — 60% stay on the job, 10% move to job *D* and 30% leave the organization.

Job D : Present number of employees is 360. The transition probabilities are that — 90% stay on the job and 10% leave the organization.

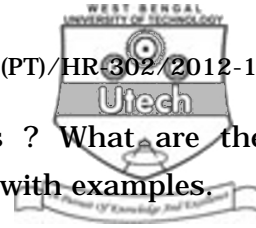
Questions :

- i) Forecast the number of employees in each type of job in the coming year. 12
- ii) Find out the surplus and shortage situation in each type of job in the coming year (consider the present number of employees in each type of job to be the standard requirement). 3

OR

PQR Limited is a multi-location based company engaged in manufacturing confectionary products. Based on the past performance and projected sales turnover for the next five years provided by the Corporate Planning department, the company is planning to recruit a large number of executives and administrative staffs.

As a consultant to *PQR* Ltd., how would you analyse manpower supply to determine the right number and required qualification & experience of people to be finally recruited ?



8. a) What do you mean by job analysis ? What are the components of job analysis ? Explain with examples.
- b) Describe the steps in job evaluation. State the limitations of job evaluation. 8 + 7
9. a) Are the terms 'recruitment' and 'selection' synonymous ?
- b) List the factors which influence recruitment process in an organisation.
- c) What are the pre-requisites of an effective recruitment programme ? 3 + 6 + 6
10. What is job analysis ? Name the different methods of collecting job analysis data. Prepare job description and job specification of any *three* of the following positions :
- i) Manager (Marketing and Sales in FMCG unit)
 - ii) Manager (HR in Manufacturing Industry)
 - iii) Receptionist (Hotel Industry)
 - iv) Teacher (University).
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