

MANAGEMENT PROGRAMME

Term-End Examination

December, 2012

00720

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. 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

## 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 are 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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