

MANAGEMENT PROGRAMME

Term-End Examination

December, 2017

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.*
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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?

