

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

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.
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