MS-23

MANAGEMENT PROGRAMME (MP)
Term-End Examination
June, 2022

MS–23 : HUMAN RESOURCE PLANNING

Time : 3 Hours   *Maximum Marks : 100*

Weightage : 70%

Note : *Answer any **three** questions from Section A. Each questions carries 20 marks. Section B is compulsory and carries 40 marks.*

Section—A

1. Discuss the role of human resource planning professionals in determining future organisational needs and capabilities.

2. Explain the concept and challenges in human resource demand forecasting.

3. Define job analysis. Describe various methods of collecting information for job analysis.

P. T. O.

4. Outline the steps in the human resource selection process and the dynamics of various selection tests.

5. Write short notes on any *four* of the following :

    (a) Exit Interview

    (b) Job Dislocation

    (c) Potential Appraisal

    (d) HR Audit

    (e) Job Ranking

    (f) Succession Planning

Section—B

6. **Case Study :**

    A medium-sized company with a turnover of around ₹ 1,000 crore is into manufacture of semiconductors and has a plant each in Pune and Goa, respectively. The corporate office is located at Mumbai. The company is a private limited company and the promoters hold the majority of the stake. The organization has recently recruited a new Head-HR, Mr. Stanley Joseph, to revamp the HR strategies. Mr. Joseph after reviewing the existing status decided to focus on the recruitment policy, since he rightly identified that attracting the right

manpower is the first step towards building competent human assets for the organization.

The new HR policy is as follows :

- **Purpose :** The purpose is to ensure availability of adequate resources to attain better productivity and profitability.

- **Coverage :** It covers all levels in the organization for recruitment of permanent and temporary employees.

- **Policy :**

— Recruitment of permanent staff at XYZ shall be made as per the manpower budget prepared every year or employee requisition duly approved by the Chief Executive Officer (CEO).

— An annual plan has to be prepared by all departments and units and sent to the HR department in the corporate office.

— The respective project leaders, in coordination with the HR department, would procure the resources required for various projects in accordance with the annual plan.

— For any requirement that is not a part of the formal plan, the concerned project leader has to forward the additional

requirements to the HR-Head, who would then submit it with his inputs to the CEO for approval.

— As regards recruitment for any position, with order of priority would be as under :

- Experienced people within the organization (internal resources).

- Candidates referred by the employees or employee referrals (in case of recruitment, employees concerned would be given monetary rewards, after three months of joining of the new recruit, as motivation).

- Open recruitment, i.e., recruitment through advertisement, etc.

— The policy guidelines regarding recruitment of temporary staff are as under :

- The CEO would authorize the recruitment of staff on temporary basis.

- The period of recruitment of temporary staff cannot exceed six months or the duration of project, whichever is earlier. However, on a case-to-case basis.

- A committee consisting of the concerned departmental head or Project Leader, Head-HR, and Vice President (Operations) would conduct the selection process to carry on the recruitment.

— All employees with prior work experience will be on probation for a period of one year, while new recruits will be on probation for a period of one and half years. Probationary experience of employees will be considered for the purposes of performance appraisal and promotion. The probation period can be extended, based on the recommendations of the appraising and reviewing authorities. Employees would be confirmed in the service of the company after successful completion of the probation period.

— The company's recruitment policy aims at attracting and retaining the best available talent in the industry so that the appropriate quality and number of employees are available at the right time.

- **Objectives :** The objectives of the recruitment policy are :

— to ensure that all positions identified in the organization are staffed by persons with the skills, knowledge, experience, and qualifications required to perform them effectively.

— to provide career opportunities for deserving personnel in line with their skills and potential.

— to infuse fresh talent, skills, and com-petencies in the organization to help enhance its capabilities.

- **Manpower Planning :** Manpower plans will be prepared annually for each department by respective department heads along with the annual budgeting process. The budget year for the purpose would be the company's financial year. The parameters to be considered for compilation of manpower include :

— Level of business operations

— Staffing requirements in terms of quality and numbers

— Existing staffing strength

— Planned promotions/transfers

The CEO will approve the final manpower plan, while the Head-HR will be responsible for monitoring and implementation of the approved plan.

- **Manpower sources :** For each of the positions identified and depending on the type of vacancy and skills required, the appropriate source of suitable personnel required for the position will be determined. The recruitment sources include :

— *Direct recruitment :*

- Advertisement in newspapers, magazines, etc.

- Universities and educational institutions for entry-level professional positions where no experience is necessary.

- Display on company notice board (if considered appropriate).

— *Placement consultants*

— *Employee gets employee scheme* : The existing employee can refer names of candidates for various positions being displayed on the notice board. If the candidate is selected, he or she will get rewarded with a one-time cash award of ₹ 2,500.

Questions :

(i)   Critically analyse the recruitment policy of the company.

(ii) Is the organization tapping all the channels for recruitment ?

(iii) Suggest the required changes, if any, for the recruitment policy of the company.