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Roll No.

576351(76)/676551(76)

M. B. A. (Third Semester) Examination,

Nov.-Dec. 2021

(New Scheme)

(Management Branch)

**HUMAN RESOURCES PLANNING and
DEVELOPMENT**

Time Allowed : Three hours

Maximum Marks : 80

Minimum Pass Marks : 32

***Note : Attempt all questions. All questions carries
equal marks.***

Unit-I

1. Explain the linkage of Human Resource Planning with its Human Resource Functions.

16

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Or

Write a detailed essay on the significance and scope of Human Resource Planning.

Unit-II

2. What is Human Resource Planning? Describe the major methods and techniques in Human Resource Planning. 16

Or

Explain the reasons why job analysis is important to an organization. Define and discuss the relationship among job analysis, job description and job specification.

Unit-III

3. Define HRD and describe various sub-systems of HRD. Briefly discuss how do sub-systems of facilitate growth and development of an organization. 16

Or

Write short notes on : (any two)

- (i) Task Analysis
- (ii) Counseling and Mentoring
- (iii) HRD culture and climate

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Unit-IV

4. Give an overview of HRD in government and private system. 16

Or

Discuss : (any four)

- (i) HRD audit
- (ii) Changing Environment of HRD
- (iii) Work study
- (iv) HRD of Health and Family Welfare
- (v) Placement Agencies

Unit-V

5. Case Study : 16

SELECTION PROCESS of HINDUSTAN

LIVER LIMITED

Hindustan Liver Limited is a reputed multinational company. It considers selection as an event in the total process of acquiring and developing managers. The company believes that the selection process must be consistent with other events in the total process for it to be effective. Hindustan lever has been one of the most

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favoured companies by the prospective candidates for managerial position. The selection process of the company can be broken into three steps : such as screening of application forms, preliminary interview, and final selection.

Screening of Applications Forms : In the first step the company usually receives a large number of applications for the positions advertised or through campus interview. Thereafter such applications are screened. Such applications usually contain brief information about the candidates. The selected candidates are then required to fill in a detailed application form. This form is quite elaborate and seeks factual information about the candidate and also about his attitudes and personality. A more strict screening of applications is made in this step. The company believes that to select a candidate it will not be enough to see the application forms only which may not be very reliable measure to select or reject the candidate. This calls for a brief preliminary interview to be held by company to get the best talents. So such interviews are conducted to interview as many candidates as is administratively possible.

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Preliminary interview : Preliminary interview is conducted for about ten to twenty minutes usually by one manager. During this brief personal contact, some time is spent in discussing the nature of the job, the future career possibility of the applicant and the company's policy in this regard. Often a second interview is conducted before the applicant is rejected or selected for further consideration.

Final Selection : Final selection process is quite elaborate. This stage consists of two aspects-groups discussion and final interview. Group discussion is conducted in two stages. In the first group discussion, the chairman of the panel of selectors requests the group to select a subject which can be economic, political, social educational or even a lighter subject. The subject is decided by the group itself out of the various topics given to it. When the topic is finalized, the members of the group discuss it. In the second group discussion, a case is given. The case is distributed in advance. The evaluation of the group discussion is done by a board consisting of the personnel director, the director of the division in which the applicants have to be absorbed, a

senior manager of the same division, and a senior manager of other division. The board evaluates the candidates along the following factors : Style of self introduction by the candidate, his general knowledge and knowledge of his subject, clarity of thought and logic, lucidity of expression, tolerance of others views, persuasiveness and leadership qualities. Each selector is given a blank sheet to evaluate the candidates. He evaluates the candidates individually.

Questions :

- (i) What type of selection should be adopted by the company?
- (ii) What is considered in time of screening the application forms?
- (iii) What is the basic objective of the preliminary interview?
- (iv) What should be the size of groups for final selection?

Or

JOB ANALYSIS

A large, well known Candian company had found full depreciation of the equipment which was used to make

specialized automobile companies for north-American automobile producers. Although the equipment had been well maintained and worked well, it required to be handled by a large number of labourers. The result was the high labour costs that made the company's brake assemblies, manufacturer, and related products unprofitable. A decision was made to replace the equipment with more highly automated, numerically controlled machine tools. Since the economic value of the old equipment exceeded its value as scrap, the equipment was shipped to the company's Brazilian operations, where labour costs were considerable lower.

Upon arrival and after the setting up of a new facility, the company received numerous profitable orders from Brazil's rapidly growing automobile industry. Though the labour hours per product remained about the same the lower Brazilian labour rates allowed the new facility to be profitable. Soon a second shift was added and with it problems began.

The equipment began to experience a growing 'downtime' because of machine failures and quality-particularly on part dimensions-declined dramatically.

At a staff meeting the Brazilian plant manager met his staff, including several industrial engineers who had been trained in Canada and the United States. The engineers argued that the problems were almost certainly caused by maintenance since the machinery had worked well in Canada and initially in Brazil. The HR director agreed that it was perhaps the question of maintenance of the old machinery but he also noted that many of the on-machine instructions and maintenance manuals had not been translated into Portuguese. He also observed that the problems began after the second shift was hired.

Questions :

- (i) From the discussion of job analysis information and job design, what actions would you recommend to HR department?
- (ii) Given the problems associated with the second shift, what differences would you look for between first shift and second shift workers?