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Total number of printed pages – 3

MBA
MBA 305C

Third Semester Examination – 2013

HUMAN RESOURCE PLANNING

QUESTION CODE : C- 528

Full Marks – 70

Time : 3 Hours

*Answer Question No. 1 & 2 are compulsory and any **four** from the rest.
The figures in the right-hand margin indicate marks.*

1. Answer the following questions : 2×10
- What is the impact of labour market behavior on HRP ?
 - Explain the social demand approach of HRP.
 - Put the right man in the right place. Explain it in context to career planning process and how it is different from succession planning.
 - What does wastage analysis mean in case of supply forecasting ?
 - In case of supply forecasting, does wastage analysis carry any relevance ? How ?
 - What can an organization do when shortage of labour is anticipated ?
 - Explain the pattern of internal movement of employees in the organization.
 - Why is HRP an important activity ?
 - Explain the barriers of HRP. Bring out the requisites for effective planning.
 - What do you understand by retraining and redeployment ?
2. Wells Fargo Bank is located in a rapidly growing area in the south western United States. Over the past several years, Wells Fargo Bank experienced a significant expansion in size and operations, and a rapid influx of new employee's at all

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organizational levels. As it expanded and matured, the bank began to recognize its pressing need for talented, knowledgeable managers. Much talent had been hired from outside the bank over the past several years, but top management had become convinced that the long-run health of the bank depended on being able to develop managerial talent internally. Christina had recently been hired to develop and install a new workforce planning (WP) system at Wells Fargo Bank. She had previous experience both in banking and in workforce planning, so she seemed like a logical choice for the job. On the basis of her prior experience, Christina knew that many banking functions cross-divisional lines and require managers with broad exposure to important areas within the bank. Further, she knew that division heads operate with a high degree of autonomy and that divisional and corporate objectives are not always directly aligned. Therefore, Christina knew that the new WP process would have to be corporate wide in scope. Only from that perspective could a planner assess bank wide, long-run workforce needs. When Christina arrived at her new job, her boss had informed her that the focus of the WP system was to be on management development and succession planning. To emphasize that focus, she was given the title of Director of Management Development and Workforce Planning. The position had corporate wide staff authority overall presently existing activities that related to management development and workforce planning. Today, Christina is thinking about a briefing that she is to give the executive officers of the bank next week. They have asked her to provide them with a statement of the objectives of the new WP system as she sees it, an outline of the potential benefits that might accrue to the bank, and a list of suggested steps in the implementation of the WP system.

Questions :

If you were Christina, what would you be prepared to say to the executive officers in terms of :

1. The objectives of workforce planning ?
2. The potential benefits of workforce planning ?
3. Important steps in the implementation of the workforce planning ? 10

3. Rigorous human resource planning links people management to the organization's mission, goals and objectives. Highlight on the HRP process in brief and how it is being carried in any organization. 10
4. What is HR audit ? Explain the scope, characteristics and process of HR audit. 10
5. Some organizations do thorough job analysis first and then human resource planning as part of a restructuring process. What approach makes more sense to you and why ? 10
6. What do you understand by manpower requirement approach of human resource planning? Highlight on the evolution and growth of HRP 10
7. Explain the concept of succession planning. Elaborate on the objectives and process of succession planning. 10
8. What do you understand by environmental uncertainties in context to HRP ? What are the important factors affecting human resource planning ? 10

