

MANAGEMENT PROGRAMME

(MP)

Term-End Examination

December, 2025

MS-23 : HUMAN RESOURCE PLANNING

Time : 3 Hours

Maximum Marks : 100

Weightage : 70%

Note : (i) Attempt any **three** questions from Section A. Each question carries 20 marks.

(ii) Section B is compulsory and carries 40 marks.

Section—A

1. Discuss the basic features of employee turnover analysis. Briefly describe various methods used in turnover analysis.

2. What are the aims and objectives of career planning ? Discuss the *three* key players in career development process relating to their sides and responsibilities.
3. What are the various kinds of roles ? Discuss the various factors affecting role changes.
4. Explain the concept and need of Human Resource Information System in an organizational setup. Describe the role of IT in Human Resource Information System.
5. Write short notes on any *four* of the following :
 - (a) Dislocation of employees
 - (b) Potential appraisal
 - (c) Selection process
 - (d) Competency mapping
 - (e) Human Resource Accounting

Section—B

6. Read both case 1 and case 2 given below and answer the questions given at the end :

CASE—1

Powermet Inc, has encountered difficulty over the last few years in filling its middle-management positions. The company, which manufactures and sells complex machinery, is organised into six semi-autonomous manufacturing departmentals. Top management believes that it is necessary for these departmental managers to know the product lines and the manufacturing process, because many managerial decisions must be made at that level. Therefore, the company originally recruited employees from within. However, they soon found that employees elevated to the middle - management level often lack the skills necessary to discharge their new duties.

A decision then was made to recruit from outside, particularly from educational institutes with good industrial management programmes. Through the services of a professional recruiter, the company was provided with a pool of well qualified management graduates. Some of them were hired and placed in lower management positions as preparation for advancement to the middle-management jobs. They all left the company, however, within two years of their recruitment.

Management reverted to its former policy of promoting employees from within and experienced basically the same results as before. Faced with the imminent retirement of employees in several key middle-management positions, the company decided to call in a consultant who could suggest solutions.

Questions :

- (a) What is the problems of recruiting in this company ?
- (b) If you were the consultant; what would you recommend ?

CASE—2

Hari is new as a manager. He has been recently promoted to this position to head a small department, having previously worked as an administrative assistant. He has worked for two separate organisations. Generally, his experience of appraisal has been pleasant. He feels that this has been largely because of the positive attitude and feedback skills of his bosses. He felt that his last appraisal interview as an administrative assistant was mutually helpful and motivating. Now he is determined to follow this example with his own staff as an appraiser.

Annual appraisal time is approaching, and he discusses this with Girish, another manager, over lunch. Girish has been in management for a number of years. He obviously sees the annual appraisal process as a routine affair to be discharged as quickly as possible. "I use the same form each year", he says, "it's a system of boxes which you tick. You just assess each member of your team against set criteria. I will give you a copy if you want." This sort of approach left Hari feeling deflated and despondent. Hari tries to convince Girish that appraisal interviews are mutually beneficial to the boss and appraiser and also to the organisation.

Question :

Put yourself in Hari's shoes. How would you convince Girish ? Justify your answer specifically related to this case.

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