

No. of Printed Pages : 3

**MS-023**

**MANAGEMENT PROGRAMME  
(MP)**

**Term-End Examination**

**June, 2026**

**MS-023 : HUMAN RESOURCE PLANNING**

*Time : 3 Hours*

*Maximum Marks : 100*

*Weightage : 70%*

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**Note :** Attempt any *five* questions. All questions carry equal marks.

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1. “Human Resource Planning (HRP) is not merely manpower planning; it is the strategic integration of business objectives with human capital.” Critically examine this statement, explaining the significance and characteristics of HRP.
2. “Job Analysis is the cornerstone of effective Human Resource Planning and Management.” Justify this statement by

explaining the purpose and process of Job Analysis. Critically evaluate two major methods of collecting job analysis data, comparing their accuracy, cost, and time efficiency.

3. Discuss the concept of a 'High-Performance Work System' (HPWS). Explain how Job Design principles, specifically team-based work and job autonomy, are fundamental to creating and sustaining an HPWS environment.
4. Explain the concept of 'Role Analysis' and how it differs from traditional Job Analysis. In a modern project-based organization, justify why a focus on Role Definition is more effective than focusing solely on static tasks.
5. What is an 'HR Information System (HRIS)' ? Discuss the different types/levels of HRIS. Explain how a comprehensive HRIS enables the transition from simple HR record-keeping to sophisticated HR Analytics and Strategic HRP.

6. Discuss the critical linkages between HR Audit findings and HRP Action Plans. Provide a concrete example where an audit finding of 'lack of consistency in performance ratings' would directly trigger a new HRP action plan for 'managerial training.'
7. Discuss the various types of Employee Separation. Explain the strategic importance and process of conducting an Exit Interview and using its data as a critical feedback loop for HRP and retention policies.
8. Explain the concept of 'HR Benchmarking'. Describe how an organization can benchmark its Recruitment, Time-to-Fill, and Cost-Per-Hire metrics against industry best practices.

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