Time allowed: 2 Hrs 30 Min
Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means.** All other instructions on the reverse of Admit Card should be followed meticulously. Students are allowed to use scientific calculator only.

Reading case study titled (already shared) is a prerequisite to attempt section B.

Section A

[Marks: 3*10 = 30]
There are 3 questions in this section. All questions are compulsory. Each question carries 10 marks.

1 a. Movement Analysis analyses the ripple effect or workforce movements resulting from various supply policy options selected by the organization. Discuss. *(CILO-3) (3 Marks)*

b. Arena Limited, a medium sized steel manufacturing company having 4 branches located in all metro cities (Delhi, Mumbai, Kolkotta and Chennai) of India. Each branch is headed by an Executive Director. There are around 490 executives working for Delhi Branch. The company is in an expansion mode and seeing the demand for the product, the company has thought of doing movement analysis from Delhi branch. The company has a philosophy to fill the vacancies internally and hence they hire executives at Management Trainee levels only.

Designation wise manpower numbers (present strength) and other details are given in the table below.

Authority Level	No. of position at beginning of year	Expansion Numbers/Percentage of employees to be added up based on current strength	Turnover(Resignations and termination) from past data	Superannuation/ Retirement
Executive Director	1	Nil	Nil	Nil
General Manager	1	1 person	Nil	Nil
Dy. General Manager	12	4 persons	1	1
Sr. Manager	38	7 persons	2%	2

Manager	78	10% of workforce	8%	13
Dy. Manager	100	12% of workforce	10%	18
Assistant Manager	170	8% of workforce	12%	25
Management Trainee	90	2% of workforce	15%	Nil
Total	490			

Calculate:
1. Total Number of positions to be filled up?
2. Total number of movements to be made assuming all vacancies need to be filled up internally. *(CILO 3) (3+4 Marks)*

OR

1 a. Nancy Limited is a labour intensive sugar cane factory. The number of workers for each month is given in table below. The smoothing constant (Alpha) is 0.4. You are required to forecast the number of workers to be hired for October 2021 using exponential smoothing method.

Month	Worker Strength
September, 2020	320
October,2020	240
November, 2020	350
December, 2020	400
January, 2021	290
February, 2021	200
March,2021	420
April,2021	420
May,2021	500
June,2021	410
July,2021	370
August,2021	390
September, 2021	480

(7 Marks)

1 b. At the beginning of the year a firm has 980 employees and at the end of the year only 730 employees left. Suppose 120 more people are recruited, then calculate the labour turnover percentage. *(3 Marks) (CILO 3)*

2. How can workforce plans be aligned to changing business needs- such as the shift to a hybrid workplace model in the post COVID era? Justify your answer citing suitable examples. *(CILO 1)(10 Marks)*

OR

2. Prepare a list of all reasons why an organization would want to acquire/ merge with competitors? Also discuss why all mergers are not successful? *(CILO 1) (10 Marks)*

3. You need to conduct the job analysis for the position of Security Guard/ Gunman of a bank. Which methods will you utilise to collect data to conduct the analysis? Whom will you contact in order to obtain valid information? What core information should be included in the job description and job specification? Draft a sample job description and job specification? *(CILO 2) (10marks)*

OR

3. Citing suitable examples of companies currently operating under these corporate strategies, explain the following: (a) Divestiture, (b) Turnaround, (c) Bankruptcy, (d) Mergers and Acquisitions and (e) Incremental growth. *(CILO 2) (10marks)*

Section B

Analyze the case study and answer the questions that follow. Each question carries 10 marks. **[Marks: 2*10= 20]**

1. What are some factors which are affecting the workforce management policies of Power Tech? How can we determine whether they match the overall strategy of the organization?
2. Evaluate the strengths and weaknesses of the current workforce design? Elaborate upon your recommendations for changes in the workforce design? Justify your answer citing suitable reasons.