

PGDM 2021-23
Human Resource Planning
DM - 423
Trimester IV, End-Term Examination, September 2022

Time allowed: 2 Hours

Max Marks: 40

Roll No: _____

Instructions:

1. Students are required to write Roll No on the cover page of the Answer Sheet. All other instructions on the question paper / Admit card should be followed meticulously.
2. Students are allowed to carry calculator to exam hall.
3. For attempting section B, students are informed to go through the pre-assessment course material, however, hard copy of the case would be distributed inside the exam hall.

| Sections | No. of Questions to attempt | Marks | Total Marks |
|----------|---|-------|-------------|
| A | Minimum 4 questions with internal choices and all COs (Course Outcomes) covered in the Question Paper | 4* 5 | 20 |
| B | Compulsory Case Study | 2*10 | 20 |
| | | | 40 |

SECTION A

(5 marks * 4 questions) = 20 Marks

[Marks: 5*4=20]

Each question carries 5 marks.

A1a. “Restructuring has been considered as one of the most important corporate strategies”. With suitable examples, explain different restructuring strategies. **(CO-1)**

OR

A1b. You have joined recently in a large Pharmaceutical organization as a CHRO. You have noticed the structure of the organization has become an inverted pyramid in shape rather than the ideal pyramid type. Describe any three HR strategies you would follow to right-size the organization. **(CO-1)**

A2a. As HR Forecasting Manager for a small call center, you have been facing with a tremendous increase in customer demand over the company’s five years of operations. As a result, you are using regression analysis to ascertain future requirements for staff to handle

customer inquiries. In particular, you need to forecast the number of customer service representatives required for handling 4.8 thousand calls per year based on data given below. (CO-2)

| Year | Calls Handled | No. of Customer Service Representatives |
|------|---------------|---|
| 2018 | 1500 | 11 |
| 2019 | 2000 | 15 |
| 2020 | 3000 | 23 |
| 2021 | 3800 | 27 |
| 2022 | 4400 | 31 |
| 2023 | 4800 | Number of CSR required? |

OR

A2b. The qualitative techniques are often used by the HR Planners to facilitate creative and innovative solutions for knowing the demands of human resource in an organization. With suitable examples list the conditions associated with successful employment of any two of the demand forecasting qualitative techniques. (CO-2)

A3a. In the current business scenario, when boundary less jobs are being conceptualized, how relevant is the concept of Job description and Job Analysis in HRM? Critically analyze. (CO-3)

OR

A3b. You need to conduct the job analysis for the position of Manager HR of a Business Management Institute. Which methods will you utilize 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? (CO-3)

A4a. The CHRO of P&P Ltd. wants to forecast the supply of manpower for different level of its sales force for the year 2023. The company is planning to recruit total 100 sales employees in sales trainee, sales officer and sales manager level. The percentage details of the new recruitment along with other details is given below in the table. Based on the data, you are required to forecast the number of manpower at each level for 2023.

Assumptions: a. The pattern of employee movement is relatively stable over period of time
 b. Promotion from one grade to another grade is independent of vacancy. (CO-4)

| Particulars | Graduate Sales Trainee | Sales Officer | Sales Manager | Area Sales Manager |
|--|------------------------|---------------|---------------|--------------------|
| No. of Employees as on 2022 | 80 | 220 | 80 | 15 |
| Turnover Rate in %age | 30 | 25 | 10 | 2 |
| Yearly promotion %age to next level | 70 | 10 | 5 | - |
| New recruitment as a % of total recruitments | 85 | 12 | 3 | - |

OR

A4b. Describe the effects that a merger may have on employees. What can management do to lessen the negative effects of a merger? **(CO-4)**

SECTION B

[Marks: 2*10 = 20]

Analyze the case study and answer the questions that follow.

B 1. Comment on the HR Planning at Powertech India, keeping in mind the operating environment of the company.

B 2. The company has initiated a work redesigning process. Based on the details provided in the case, recommend your suggestions on this. Also, elaborate upon the assumptions you made on this.
