

PGDM 2018-20
Human Resource Planning
DM - 323

Trimester III, End-Term Examination, March 2019

Time allowed: 2.5 Hours

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**. In case of rough work please use answer sheet.

SECTION - A

[Marks: 5*3=15]

There are 5 questions in this section. Attempt any 3 questions. Each question carries 5 marks.

1. Forecast HR demand for the year 2019 using Index/ Trend Analysis based on the last five years data (2014-2018) as given below.

Year	Sales in Lakh	Number of Employees
2014	4200	210
2015	3800	190
2016	4000	320
2017	3500	170
2018	5800	410
2019	6200	No. of employees required?

2. Suppose an Organization expects a labour shortage to develop in key job areas over the next few years. Recommend responses the organization could make in each of the following areas:
 - a. Recruitment
 - b. Training
3. a. In the context of manpower planning, what is the significance of Employee Turnover?
 - b. Total number of employees as on 1st January, 2018 of IMM pvt. Ltd. is 12,560 and by 31st December, 2018 the employee strength reached to 13,980. It was observed that in that period of one year, around 330 employees had left the organization on account of voluntary quit and another 280 were removed from the company because of poor performance and misconducts. Calculate the employee turnover rate of IMM.
4. How can investment, both capital and revenue, on job analysis be justified? Elaborate citing suitable examples.
5. Why do some professional believe that job evaluation is not necessary, and even counterproductive, to the operations of a modern organization? Justify the statement.

SECTION - B

[Marks: 2*10=20]

There are 3 questions in this section. Attempt any 2 questions. Each question carries 10 marks.

1. The manpower system of NIST Ltd. is made up of five levels/ grades , i.e. Executive Trainee (ET), Officer, Manager, Sr. Manager and General Manager. The progression from one level to another is straightforward. It is assumed that employees of a particular grade have a fixed chance of promotion in a given year and it's independent of vacancy. The present strength of employees in Executive Trainee, Officer, Manager, Sr. Manager and General Manager is 80, 140, 70, 40 and 10 respectively. The employee turnover grade wise is 20%, 25%, 15%, 10% and 2% respectively. The promotion percentage from Executive Trainee to officer is 80%, from officer to Manager is 60%, from Manager to Sr. Manager is 40%, and from Sr. Manager to General Manager is 15%. As a matter of policy the organization has decided to take new employees at Executive Trainee (80%) and at Manager grade (20%). Assume that the organization recruits around 70 people every year. By using Markov model calculate next two years employee strength at each level.
2. You are the HR Manager in a reputed IT company in India. What are the various external and internal factors that will have the greatest impact on human resource planning in the next five years?
3. Why do Organizations combine quantitative and qualitative forecasts technique of labour demand, rather than relying on quantitative or qualitative alone? Give an example of a situation in which each type of forecast would be inaccurate.

SECTION - C

Case Study

[Marks: 5*3=15]

AI Meets HR: Planning Tomorrow's Workforce¹

The potential of artificial intelligence to transform the workplace is no longer the stuff of science fiction. It's a *today* reality that companies—and especially their executive teams and Human Resources (HR) leaders—are meeting head-on.

Dynamic technology innovations including machine learning and artificial intelligence are already changing the way companies operate, and redefining the very concept of work in the process. And while major technology breakthroughs that fundamentally reshape the workplace have a history of driving net job gains and improved employee satisfaction over the long term, the path is often complicated by short-term concerns or wake-me-when-it's-over inertia.

¹ <https://www.forbes.com/sites/kpmg/2018/08/02/ai-meets-hr-planning-tomorrows-workforce/#67f3305e7a5b>

Shape the future

Workforce automation, when thoughtfully designed and intelligently deployed, offers companies and their employees new levels of innovation and growth—and a next-generation competitive advantage. But to get there, company leaders should be forward-thinking about their HR strategies, and always mindful of their people.

Specifically, executives and HR leaders need to start planning today for long-term workforce shaping. Well-positioned companies are developing a comprehensive strategic view that contemplates the types of skills and people they'll need over the next decade, the potential technology and automation systems those people will be using, and even the new *ways* those people will be working (cross-functional, virtual, contractors, part-time, “unretired,” etc.)

AI and intelligent automation feature a wide spectrum of potential business applications, and the right mix will be unique to each company. But there are some common guardrails to guide executives and HR leaders in their planning for an empowered workforce:

Automation is a capability, not a tool

Along with the workforce, AI is reshaping the concept of enterprise technology, so avoid the trap of “legacy tech” thinking. Gone are the days of installing technology systems that served as fixed tools over a fixed lifecycle. Much of the technology coming online today is using AI to continually add capabilities and grow smarter over time. Think of it this way: When you buy technology, you're buying a popcorn kernel that will pop into greater capabilities and keep popping all over your organization. These technologies will enable people and the technology itself to steadily adapt and enhance.

Replace skills, not jobs

Intelligent automation drives growth and long-term value—it's about addition, not subtraction. The right strategy will enhance and empower a company's workforce by automating and more efficiently delivering essential processes, nurturing employee skills and generally extending and growing the company's overall capabilities. Focus first on the required skills, and the job titles and descriptions—whether tomorrow or in 5 years—will be the easy part.

Look for Learners

Humans have been adapting to changes in the workplace for centuries—and they keep coming back to work, in greater numbers and with increasing ingenuity. People will always be the core asset of any business because of our unique ability to continually learn and to continually adopt new skills. HR leaders need to consider methods to keep that focus front-of-mind in their workforce planning. Invest in training, foster learning and cultivate people who are not satisfied by doing the same job they've been doing for 15 years.

Avoid financial fallacies

Companies that approach workforce automation as a way to cut staff and save money do so at their peril because they will often find themselves needing to hire back more skills—at more expense. Organizations that focus on using automation to increase company value and create

jobs will, in the long run, be the most successful. The rosy savings forecasts and “margin improvements” always look great in the PowerPoint slides, but they rarely play out.

The future is now

The latest KPMG CEO Outlook report found that 80% of businesses plan to increase recruiting budgets and 58% are planning investment in automation technologies. Indeed, the CEO survey found that the vast majority of organizations were “sold” on the business case for AI and intelligent automation.

The next step, of course, is the biggest one: Execution. Properly integrating AI and automation into a growing and evolving workforce will require a comprehensive new approach to governance from executives and HR leaders. Organizations that can marry that governance with how they add people, enhance processes and upgrade skills will have a much greater chance of driving growth and return on investment.

In fact, much like their new intelligent automation technology, they will be setting up their own companies to continually grow and get smarter.

1. What are the HR challenges faced by the IT companies in the light of present environmental changes across the globe.
2. How does implementation of new technologies influence manpower planning process?
3. How can companies ensure a smooth integration of these new technologies?