

M.B.A. DEGREE EXAMINATIONS: DECEMBER – 2008

Fifth Trimester

P07BA521: HR Planning & Development**Time: Three Hours****Maximum Marks: 100****Answer ALL Questions:-****PART A (1 x 20 = 20 Marks)****1. Case Study**

Magnum Financial Services Ltd (MFSL) is a large financial services company with over 4000 employees scattered all over India in their twelve branches. In view of the ups and downs in the stock market, which affects the demand for and supply of qualified finance graduates, from time to time, in different cities, it has been decided sometime back to centralized manpower planning activities at the corporate head quarters, viz , New Delhi itself.

The company has trading terminals spread over the whole of India. In addition to collecting fixed deposits from corporate houses and general public, it has also been managing funds from high net worth individuals. It has plans to launch a number of mutual fund products for which approval has come from SEBI. It has considerable reputation in the market as a merchant banker and as a money change agent.

Hiring people with requisite skills, especially after the introduction of the online trading mechanism, is proving to be a tough job. The stock indices have been galloping day by day, thanks to the dramatic growth rates reported by information technology companies in the recent month. Looking at the increasing number of trading centre that are opening in various parts of the country, the company wanted to hire twenty five trading assistants by offering competitive salaries. While assessing manpower needs at various locations, the following things are generally taken into account:

Manpower needs

- Details of previous selections in each centre
- Current employee strength in each centre
- Sanctioned posts of each centre
- Number of vacancies, likely to arise due to competition, unforeseen events, expansion, etc.
- Surplus, if any, from other centre.
- Over and above the next vacancies that are likely to arise in each centre, two additional posts have been earmarked so as to serve as a 'cushion' to absorb sudden fluctuations. The actual details about trading assistants in various were:

Details of Employees and posts

- Number of people with 2 years' experience : 94
- Number eligible for promotion to next grade : 28
- Number of vacancies on hand : 25
- Number on rolls : 142
- Anticipated needs to be filled up owing to market condition : 24(two in each centre)
- Reserve to be kept over and above sanctioned posts : 5
- Total requirements over a period of 12 months : 54

In the first batch, it was planned to hire 25 people having one year's exposure to online market operations, in the Rs 5000 – 8500 grade. The chief HR manager arrived at Mumbai to coordinate the recruitment activity. The Mumbai office got the fax message from headquarters on Monday advocating caution and restraint while hiring trading assistants. Around 150 short listed graduates have been called for the interview on that day.

Questions

1. Prepare a comprehensive human resource plan for each centre of MFSL.
2. Looking at the scenario, what should the chief HR manager do?
3. Is it advisable to decentralize the hiring process, so as to avoid problems of the nature mentioned above? Why? Why not?

PART B (10 x 2 = 20 Marks)

2. What is Human Resource Planning?
3. Define Manpower Planning.
4. What do you meant by retention plan?
5. Briefly explain about redeployment plan.
6. Distinguish between career planning and succession planning.
7. Write a short note on potential appraisal.
8. Define HRD. State the benefits of HRD.
9. What do you meant by HRD matrix?
10. List out any four main ideas of TQM.
11. What are the four major cost associated with using expatriate managers overseas?

PART C (4 X 15 = 60 Marks)

12. a) Explain with suitable illustrations the process of HRP?

(OR)

b) Discuss the problems in HRP. How can you plan for human resources in an effective manner?

13. a) i) What is Career planning? Outline the process of Career planning clearly. (7)

ii) What type of information would you seek from the HR department to help you? Develop your individual career plan, if you were just starting with a

large Multinational Corporation? (8)

(OR)

b) Discuss the effects that different components of the cultural environment can have on HRM in an international firm.

14. a) "Many HRD mechanisms are available to develop the competencies of employees and improve the overall organizational climate" – Discuss

(OR)

b) Define orientation and explain the purpose of orientation.

15. a) You have been asked as a consultant to set up one HRD department in an industry. What information would you need to proceed with the assignment?

Give reasons.

(OR)

b) Describe the main methods of measuring the value of human resources.
