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THIRD SEMESTER M.B.A. DEGREE [2016 SCHEME] EXAMINATION JANUARY 2025

M.B.A. (CUCSS)

BUS 3EH 03—HUMAN RESOURCE PLANNING AND DEVELOPMENT

Time : Three Hours　　　　　　　　　　　　　　　　Maximum : 36 Weightage

Part A

Answer **all** *questions.*
Each question carries 1 *weightage.*

1. Define HR planning

2. What do you mean by Job analysis ?

3. What is Work culture in HRD ?

4. What do you mean by Career assessment ?

5. Define Retention plan.

6. What is performance planning ?

(6 × 1 = 6 weightage)

Part B

Answer any **four** *of the following questions.*
Each question carries 3 *weightage.*

7. Outline the components of recruitment planning.

8. Explain the significance of organizational HR planning.

9. Discuss the process of workforce flow mapping.

10. Explain the benefits of effective HRP implementation in organizations.

11. Analyze the relationship between HR planning and business continuity.

12. Discuss the strategic elements of an effective retention plan in organizations.

(4 × 3 = 12 weightage)

Turn over

Part C

Answer any **three** *questions.*
Each question carries 4 *weightage.*

13. What are the objectives of Human Resource Planning (HRP) ?

14. Analyze the impact of recruitment strategies on talent acquisition success.

15. Explain the concept of wastage analysis in HR planning.

16. Explain the importance of age and grade distribution mapping in HR planning.

17. Discuss the macro level human resource planning

$(3 \times 4 = 12$ weightage)

Part D

Answer the following question which carries 6 *weightage.*

18. IT Company is a large multinational corporation that has more than 100 years of history, a global workforce of more than 100,000 employees and is headquartered in the USA. Up until the early 1990s, the corporation was structured around geographical areas, each of which was afforded relatively powerful independence. So, for example. The UK Headquarters in London had high decision-making autonomy in relation to the US headquarters in New York and the European headquarters in Paris. One outcome of this so-called area structure was that hardly any global HR Policies existed, so that HR Practices in areas such as Pay, training and flexi time differed widely between countries. Nevertheless core values applied throughout the organization. For example, since its foundation IT Company has been known for its 29 strong anti-union stance. Combined with an emphasis on sophisticated and innovative HR Policies, the parent company has been able to defeat several recognition campaigns by trade unions. The same has happened in the UK, where local management pride itself prided itself on defeating a strong union recognition campaign in the 1970s. However, in other countries IT Company does recognize trade unions. For example, the German subsidiary has a powerful body of elected employee representatives (as encouraged by German Law), Some of whom are trade union members, who have a strong say in any decisions affecting the workforce. Up to the early 1990s the company also participated in Industry-wide bargaining which determined pay and conditions for the large majority of its workforce. In the early 1990s, IT Company - which had enjoyed a near monopoly status in its markets until then encountered economic problems due to higher global and domestic competition. A new CEO made far-reaching changes to the business strategy and the organizational structure. In particular, the decision making authority of local managers was reduced and social responsibility transferred to regional headquarters such as Paris and to the US Headquarters. Furthermore, the company was structured around business units, each responsible for a certain range of products such as printers

or IT Solutions. Business units were encouraged to standardize management functions such as finance, marketing and human resources as far as possible on a worldwide basis.

Questions :

You are in charge of HR for the global business unit printer of IT Company which has production and distribution organizations in almost 100 countries.

  a)   Which HR Practices would you standardize on a global basis ?

  b)   Where would you allow different approaches ?

$(1 \times 6 = 6$ weightage$)$