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MBA/IIIS/HR-304/12

2012

**MASTER OF BUSINESS ADMINISTRATION**

**[ Third Semester Examination ]**

**HUMAN RESOURCE : PLANNING AND  
UTILISATION**

**[ Specialisation : *Human Resource Management* ]**

PAPER—HR-304

*Full Marks : 100*

*Time : 3 hours*

*The figures in the right-hand margin indicate marks*

*Candidates are required to give their answers in their  
own words as far as practicable*

*Illustrate the answers wherever necessary*

**Write the answers to questions of each Half  
in separate books**

( Turn Over )

FIRST HALF

[ Marks : 50 ]

1. Answer any *four* questions : 5 × 4

- (a) Distinguish between 'human resource planning' and 'man power planning'.
- (b) Discuss how HR planning is linked to organisational strategies.
- (c) Briefly describe the role of HRP professionals.
- (d) At the beginning of a year, a firm has 300 employees, while at the end it has 250. 10 people have been recruited in between during the year. Compute the labour turnover index.
- (e) Discuss Delphi technique in human resource planning.
- (f) From the following manpower system of a firm, construct the matrix of transitional probability as per Markov chain model :

Particulars	MT	AM	M	SM
No. of employee	60	180	50	10
Turnover rate	22%	30%	10%	5%
New recruitment as a % of total recruitments	95%	5%	—	—
% promoted to next levels (per annum)	78%	5%	2%	—

[ MT stands for management trainee, AM stands for Assistant Manager, M stands for Manager and SM stands for senior manager.]

2. Answer any two questions : 10 × 2

(a) A hotel keeps a record of the number of staff requirement of various categories.

Information relating to 200 days' requirement are as under :

									Total	
No. of staff demanded	→	5	6	7	8	9	10	11	12	—
No. of days	→	4	10	16	50	62	38	12	8	200

Develop a simulation model to predict the demand of staff for a 10-day period.

[ Random numbers are : 61, 74, 24, 03, 59, 16, 84, 92, 52, 07.]

- (b) From the following information, predict the requirement of manpower in 2015 through trend equation :

Year →	2004	2005	2006	2007	2008	2009	2010	2011
Manpower →	200	210	190	230	260	250	240	230

- (c) An organisation is faced with the problem of redundancy. As HR Manager how will you handle redundancy ?

[ *Internal Assessment* : 10 Marks ]

## SECOND HALF

[ *Marks* : 50 ]

3. Answer any *four* questions : 5 × 4

- (a) How training is different from development ?

- (b) What do you understand by Behavioural Anchor Rating Scale (BARS) ?
- (c) What are the benefits of HR Audit ?
- (d) Discuss the various stages of career.
- (e) How do competencies differ from skill and knowledge ?
- (f) Write a note on Human Resource Information System.

4. Answer any *two* questions : 10 × 2

- (a) Discuss in detail about talent management.
- (b) Design a training or payroll HRIS module for your company.
- (c) HR audit is essential to ensure the success of a HR plan. Discuss.

[ *Internal Assessment* : 10 Marks ]

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