

Eastern University, Sri Lanka
Faculty of Commerce & Management
Third Year First Semester Examination in Bachelor of Business Administration -
Specialization in HRM - 2016/17 (October/November 2018)
(Proper/Repeat)
HRM 3023 Human Resource Planning and Staffing

Time: 3 Hours

Answer all (Five) questions

Read the case given below and answer the questions given at the end.

Vipin Chemical Ltd. had planned for computerization of nearly 50 percent of the production operations and control. It had taken care of all resources in the computerization plan including human resources. The inventory of human resources and future requirements of the production department were specified as given here under:

Category of human Resource	Present Inventory	Requirement after Computerization	Surplus
Chemical Engineers (Operation)	15	08	7
Chemical Engineers (Maintenance & Control)	10	6	4
Mechanical Engineers (Maintenance)	2	2	0
Supervisor	10	2	8
Operators	30	10	20
Quality Controllers	5	1	4
Total	70	29	43

The human resource planners suggested the redeployment of chemical engineers in their newly started sister concern, i.e. Vikas Paper Mills Ltd. and retrench surplus of employees of all other categories. They also recommended that there was no need for further recruitment or for any other action plan. The computerization was over by the end of last year 2017. When the management wanted to start the production on the newly computerized process, it was shocked to note that not many employees in the production department were suitable to the new jobs and the information supplied by the human resource planners in this regard did not match with the reality.

Questions

- I. Explain the **following terms** from the case study.
 - a) Human Resource Planning
 - b) Human Resource Redeployment
 - c) Human Resource Surplus

 - II. What are the **key problems** in this case study?

 - III. **To what extent** are the **human resource planners** responsible for the situation?

 - IV. What should the **management do now to deal with the problems** taking into account both short term and long term perspectives?
- (Total 10 Marks)
- Q2. a) What are the **steps** involved in integrated the **Strategic Planning and Human Resource Planning** at organizational level? How **can Human Resource Planning** be carried out at different **levels** in the organization?
- (06 Marks)
- b) What do you mean by **Human Resource Inventory**? How will Human Resource Management **prepare such an inventory** for an organization?
- c) List out the **objectives** of Human Resource Planning. How does **Human Resource Planning** help in determining and evaluating **future organizational capabilities and needs**?
- d) "**Management Development Program** can be organized by an organization or conducted by external agencies". **Discuss the statement with suitable example.**
- (Total 10 Marks)

- a) Define **Human Resource Forecasting**. What are the **Human Resource Forecasting Techniques** commonly employed by the organizations? (06 Marks)
- b) Briefly explain **any three of observation methods** to collect the information for analysis of the job in an organization. (03 Marks)
- c) What are the **requirements** for an **Effective Succession Management Process** in an organization? And List out the **barriers** that can be identified by the HR Manager to make a **good Succession Management Programmes** at organization level. (06 Marks)
- d) Briefly describe the **importance of Employee Selection** in an organization and outline the **steps involved in Selection Procedure** for the post of HR Executive in Private Sector. (06 Marks)
- (Total 21 Marks)**

- a) What is **Management Development Programme**? And list out the **objectives of Management Development Programme** for the Managers of Insurance Companies in Sri Lanka. (06 Marks)
- b) What is **Job Analysis**? What **steps** are involved in the **preparation of Job Analysis** for the **post of Bank Manager**? (06 Marks)
- c) **The roadmap to success begins with planning your career development process**. Explain this statement with example. (06 Marks)
- d) What is **Assessment Centre**? What are the **roles of Assessment Centre** in the recruitment process? (05 Marks)
- (Total 23 Marks)**

- Q5. a) Outline the reasons why job analysis is important to an organization. Define and discuss the relationships among job analysis, job description, and job specification.
- b) Powermet has encountered difficulty over the last few years in filling its middle-management positions. The company, which manufactures and sells complex machinery, in order to ensure that its six semi-manufacturing departmental managers know the product lines and the manufacturing processes, many managerial decisions must be made at that level. Therefore, the company has recruited employees from within. However, they soon found that employees elevated to the middle-management level often lack the skills necessary to discharge their responsibilities. A decision was made to recruit from outside, particularly from educational institutions offering good industrial management programmes. Through the services of a professional recruitment company, a pool of well-qualified management graduates was provided. Some of these graduates were hired and placed in lower management positions as preparation for advancement to higher management jobs. They all left the company, however, within two years of their appointment. Management reverted to its former policy of promoting employees from within. This experienced basically the same results as before. Faced with the imminent need to fill key middle-management positions, the company decided to hire a consultant who could suggest solutions.

Questions:

- I. What are the **problems of recruiting** in the above company?
- II. If you were the consultant; what **would you recommend** to solve the above problems?