

Eastern University, Sri Lanka
Faculty of Commerce & Management
Third Year Second Semester Examination in BBA (Specialization in HRM)
2012/13 (July/August 2015)
(Proper/Repeat)

HRM 3023 Human Resource Planning and Staffing

Answer all Questions

Time: Three Hours

Q1. Read the case study and answer the questions given below.

Pearl Engineering Company – Effective Internal Manpower Planning

Pearl Engineering Company was a large heavy-engineering unit. It attached great importance to the recruitment and training of its senior supervisors. Apart from selecting them from within the organization, the company recruited, every alternative year, about ten young engineering graduates and offered them training for a period of two years, before they were appointed as senior supervisors. Such appointments were made to about 40 per cent of the vacancies of senior supervisors that occurred in the organization. This was considered necessary by management as a planned programme of imparting vitality to the organization. Besides, many of the old-timers, who had risen from the ranks, did not possess the necessary academic background with the result that they could not keep pace with the technological changes. Management also believed that in the rapidly changing conditions of industry, a bank of technically competent supervisors played a pivotal role, besides serving as a pool from which to select future departmental managers.

Engineering Graduates were selected from amongst those who applied in response to an all-India advertisement. For the selection of one engineer, on an average, eight applicants were called for interview. A selection committee consisting of the General Manager, the Production Manager, the Personnel Manager and the Training Officer interviewed and selected the candidates. The selection interview was preceded by a written test and only those who secured 40 per cent marks qualified for interview. The engineers thus selected had to undergo a two year intensive theoretical and practical training. A well-staffed and equipped Training Institute was directly responsible for the training of the graduate engineers, besides training trade apprentices and operatives required by the company. Lectures on theoretical subjects were given at the Training Institute and practical training was imparted in all the works departments under the guidance of qualified and experienced instructors. A few lectures by senior officers of the company were also arranged to acquaint them with the company policies on different matters. During the last quarter of their two-year training programme they were deputed to work fulltime to familiarize themselves with the conditions in departments where they were to

be absorbed eventually.

On successful completion of training, the graduate engineers were offered appointments, depending on their performance and aptitude as revealed during training. On placement in the work departments, however, most of them faced some difficulty or the other.

According to management, some of the heads of departments, who were themselves not qualified engineers, did not have sufficient confidence in these younger men. They preferred the subordinates who came up from the ranks to hold positions of responsibility. A few discredited them saying that it would take years before these youngsters could pick up the job. Besides, some of the employees, whose promotional opportunities were adversely affected by the placement of graduate engineers, tried their best to run down the latter as a class, sometimes working on the group feelings of the workers. Some of the supervisors who were not graduate engineers also spoke derisively of them as "the blue-eyed boys" of the organization. Management knew that many of the graduate engineers were not utilized according to their capacity or training, nor was any attempt made to test or develop their potentialities. They also knew that many of the graduate engineers were, therefore, dissatisfied with their work life. Some of them who did not get equal promotional opportunities as their colleagues placed in other departments, were looking for better jobs elsewhere.

On the other hand, according to management, the young graduate engineers were themselves partly responsible for the hostile attitude of others in the organization. Some of them failed to appreciate that a newcomer invited hostility in the beginning and it took time before he was accepted as a member of the work-group. They did not realize that they would be fully productive only after gaining about five to seven years' experience in the organization. A few thought that they belonged to a superior cadre and threw their weight around. They did not bother to understand and appreciate the problems of the rank-and-file of employees who worked under them. In spite of these drawback, the General Manager of the company felt that these men were a set of disciplined supervisors. They had a sense of pride in their profession, and with the extensive training they had received, they would be able to take up any responsible position in the organization in course of time. The General Manager could not allow the situation to continue especially when it was a difficult and costly process to recruit and train young engineering graduates of the requisite type and calibre. He knew that the prosperity of the company, to a large extent, depended on these young men. In addition, a large number of lucrative employment opportunities were available to these young engineers elsewhere and there was a systematic raid on them. He, therefore, called a meeting of all heads of departments to review the situation.

Questions

I. Identify the issues related to manpower planning in this case study. (05 Marks)

II. Suppose you are the head of the personnel division, what would be your suggestions in the meeting to solve the above issues? (07 Marks)

III. Discuss the strategies to tackle the percentage of internal promotion at the organizational level. (08 Marks)

IV. What type of additional training programmes should be imparted for direct entrants? (08 Marks)

(Total 28 Marks)

Q2. a) "Today employee commitment and retention has become an important strategic aspect for the organisation".

Briefly explain the internal and external factors affecting employee commitment and employee retention in a work environment.

(05 marks)

b) "Human Resource Planning is viewed as foreseeing the human resource needs of an organization and providing of human resources".

Discuss the objectives of Human Resource Planning at organizational level. How does it help in determining and evaluating future organizational capabilities, needs and anticipated problems? Explain with suitable examples.

(06 marks)

c) "After the economic liberalization in Sri Lanka, employment practices have changed gradually from traditional contractual arrangements of the work to atypical employment practices".

Distinguishes different types of atypical employment patterns and describe key features of the new type of employment patterns in Sri Lanka.

(07 Marks)

(Total 18 Marks)

Q3. a) “Human Resource Planning is the process of determining manpower requirements and the means of meeting those requirements in order to carry out the integrated plan of the organizations”. **Explain the elements of Human Resource Planning and staffing model in an organization.**

(05Marks)

b) “Top employers find it easier to attract new employees and tend to have lower employee turnover”. **Discuss with an example, the strategies to enhance the employees’ retention in their current job.**

(06 Marks)

c) “Job description and Job specification are the two by- products of job analysis”. **Elaborate this statement with suitable examples.**

(07 Marks)

(Total 18 Marks)

Q4. a) “Recruitment is the process of identifying, screening and hiring the most suitable candidate for a job vacancy”. **List the e-recruitment techniques and briefly explain the advantages of e-recruitment for employers and job seekers.**

(05 Marks)

b) Job analysis is important to HR managers because information gathered in job analysis is used in so many HR functions. **Describe how job analysis information is used in any of four different HR functions.**

(06 Marks)

c) “Human Resource Planning begins with a forecast of the number and types of employees needed to achieve the organization’s objectives”.

Explore the role of HRP professionals in effectively implementing various HR Programmes to address anticipated problems (labour shortage and labour surplus).

(07Marks)

(Total 18 Marks)

- Q5. a) "Planning for staffing" is the process of developing and implementing policies and strategies that will ensure recruitment and selection of high quality employees for an organization".

Define the staffing planning and list out the advantages and disadvantages for the internal and external staffing in an organization.

(05 Marks)

- b) "Principles of Human Resource Planning are guidelines or policies for efficient and effective Human Resource Planning".

Briefly explain the laws and regulations for implementing effective Human Resource Planning and Staffing at organizational level.

(06 Marks)

- c) "Selection interview is a face to face, oral and observational evaluation method of appraising an applicant's acceptability with regard to a certain job". **Discuss the interview methods to evaluate the suitability of the candidates.**

(07 Marks)

(Total 18 Marks)