



SIDDHARTH GROUP OF INSTITUTIONS :: PUTTUR
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QUESTION BANK (DESCRIPTIVE)

Subject with Code :Human Resource Metrics and Analytics(18MB9035) **Course & Branch:** MBA

Year & Sem: II-MBA & III-Sem

Regulation: R18

UNIT-I
INTRODUCTION TO HRP

1. What is Human Resource Planning? Explain the significance of planning human resource.
2. Define macro and micro level manpower planning. Explain with examples.
3. Explain various factors affecting human resource planning.
4. Define HRP. Outline the objectives of human resource planning.
5. Explain process of human resource planning in detail.
6. Discuss different approaches to human resource planning.
7. What are various methods used in forecasting human resource planning? Explain its importance
8. Define the concept of manpower inventory. How the manpower inventory is prepared?
9. Explain models and techniques of man power inventory.
10. Write short notes on:
 - i. HRP various levels
 - ii. Demand Forecasting
 - iii. Staffing table
 - iv. Skill inventories

UNIT-II
RECRUITMENT

1. Elaborate various stages in the process of selection with examples.
2. Describe the strategies orienting new employees.
3. What is recruitment? Discuss its needs and importance.
4. Define training and what strategies are used for orienting new employees.
5. Explain the benefits and problems associated with induction.
6. What is career planning? Explain the objectives of career planning.
7. Discuss various on-the-job and of-the-job training methods.
8. What do you understand by tests? State its types.
9. Describe career stages.
10. Write short notes on:
 - i. Difference between recruitment and selection
 - ii. Placement
 - iii. Induction
 - iv. Importance of training.

UNIT-III
MANPOWER UTILIZATION

1. Discuss various techniques of performance appraisal with pros and cons of each technique.
2. Explain in detail various transfer strategies with examples. Discuss employee adjustment issues involved in transfers.
3. What do you understand by man power utilization? Discuss the techniques for improving man power utilization.
4. What is manpower utilization Index (MUI) and how it is calculated? State the factors influencing MUI.
5. Define transfer. What are its types? Explain its advantages and disadvantages.
6. Why job enrichment is needed in an organization? Discuss its methods.
7. Explain the factors influencing employee retention.
8. Discuss the factors affecting performance in detail.
9. What is promotion? Discuss various basis of promotion.
10. Define the following terms:
 - a) Job redesign
 - b) Job rotation
 - c) Job enrichment
 - d) Job enlargement

UNIT-IV
STAFFING POLICY

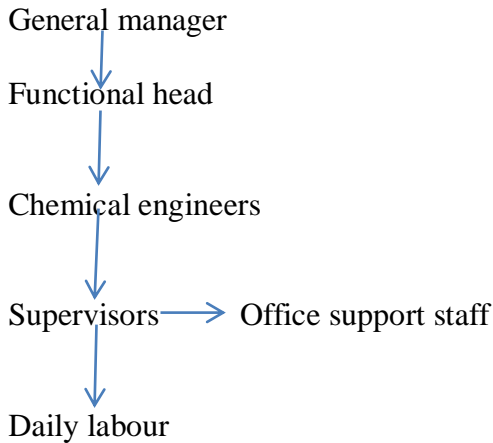
1. Define downsizing. Elucidate the reasons for downsizing.
2. Discuss the impact of retrenchment and redeployment on employee morale.
3. What is Human resource Audit? How does it help an organization in preparing Human resource planning?
4. What shall be the employee exit policy of an MNC? How the exit interview helps the organization in knowledge transfer?
5. What is retrenchment? Discuss the various provisions of retrenchment as per Industrial Disputes Act, 1947.
6. Define retirement. What are its types? Explain its benefits.
7. Explain Re-development with its importance.
8. Define Workers Participation in Management. Explain Characteristics and Objectives.
9. What is quality Circle? Why is it necessary to have a quality circle in the organization?
10. Write short notes on
 - a. Quality of work life
 - b. Problems of Retirement
 - c. Benefits of VRS

UNIT-V
HUMAN RESOURCE INFORMATION SYSTEM

1. Discuss the importance and limitations of HRIS.
2. What is meant by human resource accounting? What are the various steps in it?
3. Explain various approaches of HR audit.
4. Explain the concept and need of Human Resource Information System in an organizational set up.
5. Explain the human resource audit report for business improvement.
6. What are the uses of human resource information system (HRIS)?
7. Explain the concept, need and scope of HR Audit. Describe the essential steps in the auditing process.
8. State the importance and problems of HRA.
9. Define HRIS. Elucidate the steps to successfully implement the human resource information system in an organization.
10. Write a short notes on
 - a. HRA Process
 - b. Components of HRIS
 - c. Recent trends in HRP

Case study 1:

Imagine that you are going to start up a chemical manufacturing plant with a capital outlay of 5 crores and about 200 employees working at different levels. The company proposes to specialize in manufacturing chemicals mainly used in manufacture of dyes and paints. The simple organizational structure would be as follows.

**Question:**

- (i) Chart out a human resource plan for the above organization

Case Study 2:

Pratham Cements is a 25 – year – old company that has been following the traditional methods of performance appraisal. But with the changing business environment, the CEO, felt that the company should change its performance appraisal system. The Company's employee strength was 5000 plus and implementing an appraisal system that catered to employees across different areas was not a simple task. The company held its monthly review meetings at which all the departmental heads discuss their current problems and future strategies. These meetings provided a forum for the managers in various departments to interact.

During one such meeting, the CEO emphasized the importance of changing the appraisal system to sustain in a highly competitive industry, it needed to appraise its employees effectively so that they would put in their best efforts. He felt that HR department must change its functioning to more strategic functions like resource planning, organization planning etc. apart from the traditional functions like recruitment, selection etc., The new initiative was proposed in a meeting. For the effective implementation of these initiatives HR manager suggested that

- The company need to change the base of its variable pay incentives
- The processes in their operations had to be standardized and so the HR department had to play a vital role in training incentive plan, etc., The HR goals had to be in congruence with organizational goals so that performance management could be effectively designed.
- The management had to be flattened and a culture of empowerment brought in so that it could change the corporate culture.

- The employees had to be made more competitive and individual goals aligned with organizational goals.
- The HR department had to play an important role in reengineering the firm, as it had to create the base for all the staff and development activities.
- The promotion system had to emphasize on internal hiring so that employees would get the opportunity to apply for the job of their choice. This would also encourage the employees to make themselves marketable and overcome their shortcomings so as to qualify for particular vacant positions. The CEO asked all the departmental heads to go through the above recommendations and suggest any changes.

Questions:

- a) The case suggests that the HR manager was interested in implementing a performance management system. What is the difference between a performance appraisal system and a performance management system and how it will be useful for the firm?
- b) What steps should the management take to convince the employees about the implementation for the performance management system?

Case Study 3:

Silvermoon Hotels have been run by the Wadia family since the 1940s. Wadia Group, through its subsidiary companies is also into travel and tourism, event management, and marketing services. Dina Wadia is the present Chief Executive. Her only son and heir apparent, 18 years old Shiraj Wadia recently died in an air crash. Dina has now decided that her successor would be someone outside of her family. As the CEO's position was always held by family members there has been neither internal competition nor grooming of other managers at Silvermoon Hotels for the CEO spot resulting in a deficiency of internal candidates. With the support of the Board, Dina has hired an external firm to lead the search process for her successor, which would consider candidates both inside and outside the company.

Questions:

If you are the external firm consultant, how would you approach the selection of the nonfamily CEO?

Case Study 4:

“Because we’re not sure how many kindergarten students to expect this fall, we’re only looking for a part-time teacher to supplement our full-time teacher’s load,” Patrick McCoy told each interviewee. “But there’s a possibility this could become a full-time position at the last minute.” Mr. McCoy, principal at Walton elementary school, gave each candidate the same details about the job, though he wished, he could be more precise about those details. The newly created position was based on a one-year grant, which may not be available in the next year. “If the grant is not available next year, we’ll do our best, without guarantee, to place you somewhere in the school corporation”, Patrick continued.

Abby Sanders and Deb Harman, both recent college graduates, waited outside the conference room for their respective interviews. Upon exchanging pleasantries, Abby learned that Deb had been a student teacher in the kindergarten classroom at Walton last spring. Immediately, feeling disappointed, she began to wonder whether Deb would have an inside advantage. Just then, a veteran teacher, Mary Kratz, left the conference room. Mary immediately recognized Deb, then smiled and said, “Good luck!” Abby Sanders now felt as though she had no change of being hired. She had never met Mary Kratz, but it seemed to her as though everyone knew each other and that this interview would be a waste of her time. “Are you Abby Sanders?” Patrick McCoy asked, now standing in the doorway of the conference room. The two exchanged

greetings and entered the conference room. “Well, tell me about yourself, “Patrick requested. Abby smiled and responded, trying to forget her previous thoughts.

Questions:

- (a) What constraints are affecting Mr. McCoy’s planning activities?
- (b) How might hiring a part-time teacher for this position be advantageous?
- (c) In this scenario, is the interview alone a valid selection technique?

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