

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY:: PUTTUR  
(AUTONOMOUS)**

**MBA II Year I Semester Regular & Supplementary Examinations January/February-2025**

**HUMAN RESOURCE PLANNING**

Time: 3 hours

Max. Marks: 60

**SECTION – A**

(Answer all Five Units 5 x 10 = 50 Marks)

**UNIT-I**

- |   |   |     |    |    |
|---|---|-----|----|----|
| 1 | a Explain various factors affecting human resource planning.      | CO1 | L2 | 5M |
|   | b Bring out the significance of HRP in human resource management. | CO1 | L2 | 5M |

**OR**

- |   |  |     |    |     |
|---|--|-----|----|-----|
| 2 | Discuss different approaches to human resource planning. | CO1 | L2 | 10M |
|---|--|-----|----|-----|

**UNIT-II**

- |   |   |     |    |     |
|---|---|-----|----|-----|
| 3 | What is career planning? Explain the objectives of career planning. | CO2 | L2 | 10M |
|---|---|-----|----|-----|

**OR**

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|---|---|-----|----|-----|
| 4 | Discuss various on-the-job and of-the-job training methods. | CO2 | L2 | 10M |
|---|---|-----|----|-----|

**UNIT-III**

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|---|---|-----|----|-----|
| 5 | Discuss various techniques of performance appraisal with pros and cons of each technique. | CO3 | L2 | 10M |
|---|---|-----|----|-----|

**OR**

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|---|---|-----|----|-----|
| 6 | Why job enrichment is needed in an organization? Discuss its methods. Suggest suitable job enrichment method for marketing executive. | CO3 | L4 | 10M |
|---|---|-----|----|-----|

**UNIT-IV**

- |   |  |     |    |     |
|---|--|-----|----|-----|
| 7 | What is Human resource Audit? How does it help an organization in preparing Human resource planning? | CO4 | L2 | 10M |
|---|--|-----|----|-----|

**OR**

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|---|--|-----|----|-----|
| 8 | What is retrenchment? Discuss the various provisions of retrenchment as per Industrial Disputes Act, 1947. | C04 | L2 | 10M |
|---|--|-----|----|-----|

**UNIT-V**

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|---|---|-----|----|-----|
| 9 | What is meant by human resource accounting? What are the various steps in it? | CO5 | L2 | 10M |
|---|---|-----|----|-----|

**OR**

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|----|---|-----|----|-----|
| 10 | Explain various approaches of HR audit. Suggest suitable HR Audit for a higher educational institution. | CO5 | L3 | 10M |
|----|---|-----|----|-----|

**SECTION – B**  
(Compulsory Question)

11

**L5 1 x 10 = 10 Marks**

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:

- i) 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?
- ii) What steps should the management take to convince the employees about the implementation for the performance management system?

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