

2018
MBA
MBA 3.6 (A)
HUMAN RESOURCE ACQUISITION
AND DEVELOPMENT

Full Marks :70

Time : 3 Hours

(The figures in the margine indicate full marks for the questions)

SECTION - A

Answer the following questions (any five):

2x5=10

1. What are the major phases of the Human Resource Planning?
2. What is Human Resource Demand Forecasting?
3. How does Job Performance helps in data collection for Job Analysis?
4. What is Skill variety?
5. What factors should be taken into consideration while formulating recruitment policy?
6. What is Disinvestiture Induction?
7. What is Behavioural Simulation Games?

OR

What is Functional Job Analysis?

SECTION - B

Answer the following questions (any five) :

4x5=20

1. Job enlargement contradicts the principles of specialisation and the division of labour. Discuss the statement.
2. Explain the concept of Job Redesign.
3. Why do we need recruitment?

OR

What are Interview and its objectives?

2+2

4. Is induction really necessary? Explain.
5. 'Training' is used in regard to teaching of specific skills, whereas the term 'development' denotes overall development of personality of the employees. Discuss the statement.
6. Explain the concept of Distance Internet Based Training.
7. What is Easterby-Smith evaluation framework?

P.T.O.

(2)

SECTION - C

Answer the following questions (any four) :

8x4=32

1. Explain the process of SWOT analysis for the Human Resource Planning.
OR
How do you manage surplus of Human Resources?
2. Elaborate the concept of Turnover.
3. Discuss the activities involved in Job Analysis.
4. Discuss the various elements of job specification.
5. Why do Organizations prefer Internal Sources?
6. Describe the areas of training.
OR
How do we identify the Training Needs?
7. Explain the main stages of career cycle.

SECTION - D

Case study

COMPULSORY QUESTION :

8

The Value of Planning

James stumbled into his position as the human resource manager. He had been working for Techno, Inc. for three years, and when the company grew, James moved from a management position into a human resource management position. Techno, Inc. is a technology and software consulting company for the music industry.

James didn't have a good handle on how to effectively run a human resources (HR) department, so for much of the time he tried to figure it out as he went. When Techno started seeing rapid growth, he hired thirty people within a one-month period to meet the demand. Proud of his ability to accomplish his task of meeting the business's current needs, James was rather pleased with himself. He had spent numerous hours mulling over recruitment strategies, putting together excellent compensation plans, and then eventually sifting through résumés as a small part of the hiring process. Now the organization had the right number of people needed to carry out its projects.

(3)

Fast forward five months, however, and it turned out the rapid growth was only temporary. James met with the executives of the business who told him the contracts they had acquired were finished, and there wasn't enough new work coming in to make payroll next month if they didn't let some people go. James felt frustrated because he had gone through so much effort to hire people, and now they would be laid off. Never mind the costs of hiring and training his department had taken on to make this happen. As James sat with the executives to determine who should be laid off, he felt sad for the people who had given up other jobs just five months before, only to be laid off.

After the meeting, James reflected on this situation and realized that if he had spoken with the executives of the company sooner, they would have shared information on the duration of the contracts, and he likely would have hired people differently, perhaps on a contract basis rather than on a full-time basis. He also considered the fact that the organization could have hired an outsourcing company to recruit workers for him. As Jason mulled this over, he realized that he needed a strategic plan to make sure his department was meeting the needs of the organization. He vowed to work with the company executives to find out more about the company's strategic plan and then develop a human resource management (HRM) strategic plan to make sure Techno, Inc. has the right number of workers with the right skills, at the right time in the future.

Question: Critically analysis the case.
