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By: Anand Prakash Srivastava



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**Sample Preview
of the
Solved
Sample Question
Papers**

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QUESTION PAPER

June – 2023

(Solved)

HUMAN RESOURCE DEVELOPMENT

M.P.C.E.-32

Time: 2 Hours]

[Maximum Marks : 50

Note: All sections are compulsory.

SECTION-A

Note: Answer the following questions.

Q. 1. Describe the concept of Human Resource (HR) planning and its interrelated activities. Discuss the relationship between HR strategy and business strategy.

Ans. Ref.: See Chapter-1, Page No. 1, 'Human Resource Planning'.

Q. 2. Explain the concept, aims and functions of HR management.

Ans. Ref.: See Chapter-5, Page No. 78, Q. No. 1 and Page No. 71, 'Aims of Human Resource Management' and Page No. 78, Q. No. 2.

Q. 3. Discuss the nature of diversity in organizations and the reasons behind its emergence.

Ans. Ref.: See Chapter-7, Page No. 108, 'Diversity in Organisations'.

Q. 4. Explain the objectives of intellectual property rights and its types.

Ans. Ref.: See Chapter-9, Page No. 135, 'Objectives of Intellectual Property Rights' and Page No. 137, 'Types of Intellectual Property Rights'.

SECTION-B

Note: Answer the following questions.

Q. 5. Discuss the methods and levels of training need assessment.

Ans. Ref.: See Chapter-6, Page No. 95, 'The Assessment of Training Needs'.

Q. 6. Explain the stages in the creation of multicultural organization.

Ans. Ref.: See Chapter-7, Page No. 111, 'Stages in the creation of a Multicultural Organisation'.

Q. 7. Define Globalisation. Point out the driving factors of Globalisation.

Ans. Ref.: See Chapter-8, Page No. 119, 'Globalisation' and Page No. 120, 'Driving Factors'.

Q. 8. Discuss the types and significance of Corporate Social Responsibility.

Ans. Ref.: See Chapter-13, Page No. 179, 'Types of Corporate Social Responsibility' and Page No. 180, 'Significance of Corporate Social Responsibility'.

Q. 9. Explain the process and benefits of Performance Appraisal.

Ans. Ref.: See Chapter-15, Page No. 200, 'Performance Appraisal'.

SECTION-C

Note: Answer the following questions.

Q. 10. Talent inventory.

Ans. Ref.: See Chapter-1, Page No. 3, 'Talent Inventory'.

Q. 11. Flexible hour arrangement.

Ans. Ref.: See Chapter-3, Page No. 41, 'Flexible Hour Arrangement'.

Q. 12. The Industrial Disputes Act (1947)

Ans. Ref.: See Chapter-10, Page No. 146, 'The Industrial Disputes Act (1947)'.

■ ■

QUESTION PAPER

December – 2022

(Solved)

HUMAN RESOURCE DEVELOPMENT

M.P.C.E.-32

Time: 2 Hours]

[Maximum Marks : 50

Note: All sections are compulsory.

SECTION-A

Note: Answer the following questions:

Q. 1. Explain the ways of fitting HR practices into business strategy.

Ans. Ref: See Chapter-2, Page No. 22-23, 'Fitting HR Practices into Business Strategy'.

Q. 2. Discuss the relevance of diversity in organisations. Explain the individual and organisational approaches of managing diversity.

Ans. Ref: See Chapter-7, Page No. 108, 'Diversity in Organisations' and Page No. 109, 'Managing Diversity'.

Q. 3. Explain the types and effects of work place violence. Discuss the ways of preventing them.

Ans. Ref: See Chapter-11, Page No. 156, 'Types of Work Place Violence', Page No. 157, 'Effects of Work Place Violence' and 'Preventing and Stopping Work Place Violence'.

Q. 4. Discuss the strategies and significance of HRD. Describe the planned investment as an innovative technique in HRD.

Ans. Ref: See Chapter-16, Page No. 211, 'Strategies of Human Resource Development', Page No. 213, 'Significance of Human Resource Development' and Page No. 212, 'Planned Investments as an Innovative Technique in Human Resource Development'.

SECTION-B

Note: Answer the following questions:

Q. 5. Discuss the six sigma interventions in human resource professions.

Ans. Ref: See Chapter-4, Page No. 57, 'Six Sigma Interventions in Human Resource Professions'.

Q. 6. Describe the future role of HR professionals.

Ans. Ref: See Chapter-8, Page No. 124, 'Future Role of HR professionals'.

Q. 7. Discuss the nature and objective of intellectual property rights.

Ans. Ref: See Chapter-9, Page No. 135, 'Nature and Objective of Intellectual Property Rights'.

Q. 8. Explain the significance of corporate social responsibility.

Ans. Ref: See Chapter-13, Page No. 180, 'Significance of Corporate Social Responsibility'.

Q. 9. Describe the Universal Declaration of Human Rights (1948).

Ans. Ref: See Chapter-12, Page No. 166, 'Universal Declaration of Human Rights (1948)'.

SECTION-C

Note: Write short notes on the following:

Q. 10. Methods of evaluating outcomes of training

Ans. Ref: See Chapter-4, Page No. 62, 'Methods of Evaluation'.

Q. 11. Trade Union Act (1926)

Ans. Ref: See Chapter-10, Page No. 146, 'Trade Union Act (1926)'.

Q. 12. Competency Mapping

Ans. Ref: See Chapter-15, Page No. 200, 'Competency Mapping'.

■ ■

Sample Preview of The Chapter

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HUMAN RESOURCE DEVELOPMENT (HRD)

Assessment of Human Resource in Organisation and Human Resource Planning

1

INTRODUCTION

Today, a company's human resource is its most valuable asset. Organisations now recognise the need of properly nurturing this resource if they want to remain competitive and stay in business. In order to achieve the goals of the company, human resource planning involves placing the proper kind and quantity of skilled individuals in the appropriate positions at the appropriate times. The assessment of human resources in organisations and human resource planning are the topics covered in this unit.

We now have a clear understanding of the meaning of human resource planning and the reasons that a company must use it to efficiently manage its resources. Conducting a talent inventory, which gives detailed information on the labour available inside the company and contains the necessary skills, talents, knowledge, and experience, is the most crucial task for developing a sound HR Plan. When it comes time to upgrade or relocate staff, this data should be kept up to date and utilised. In addition, the supply and demand data for the necessary abilities are evaluated in this activity. This will enable the firm to determine how much additional personnel it can obtain from within the organisation and how much more it needs to look for on the job market. Additionally, some important methods for forecasting have been demonstrated, allowing HR planners to determine the number of employees needed by the business.

CHAPTER AT A GLANCE

HUMAN RESOURCE PLANNING

Human resources are an organization's most important resource, and society always struggles to get and use them. When an organisation plans to expand or promote staff, it is challenging to find skilled technical talent at the right moment.

Human resource planning anticipates and addresses internal and external demands. It tracks persons entering, moving through, and leaving an organisation. It also ensures the company has the necessary workers and capabilities when needed.

However, before utilising their human resources, corporations must address a number of questions, such as the ones listed below.

- What talent, skills, and competencies are currently available inside the organisation?
- Who are the individuals we can rely on today and tomorrow?
- How can we match the organization's needs with the talent that is available?
- What are the HR requirements, both quantitatively and qualitatively, for our expansion plan?

According to the broad perspective on HR planning, there are numerous interconnected activities that can be referred to as HR systems. These are:

Talent Inventory: To evaluate present resources (skills, potential, and abilities) and examine how employees are currently being used.

Workforce Forecast: Forecasting future human resources needs (numbers, skill mix, internal vs. external labour supply).

Action Plans: To increase the number of qualified people by hiring, selecting, training, placing, transferring, promoting, developing, and compensating them.

Control and Evaluation: To track the degree to which HR goals and objectives are being attained and to offer closed-coop feedback to the rest of the system.

As a result, strategic initiatives are adopted in employee communication, employee attitude surveys, individual performance management, team performance management, career planning, and recruitment.

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Strategic Business and Work Force Plan

1. Planning is a key component of management because it enables managers to lessen future uncertainty and, as a result, better control the future.

2. Planning is essential since it generally leads to success, however this is not always the case.

3. Planning also offers managers and businesses the impression that they are in charge of their destiny rather than leaving it up to chance. Therefore, planning makes it easier for companies to adapt to environmental, social, technical, and regulatory changes.

4. Planning is necessary because it forces managers to specify the organization’s goals and provide employees’ work context, meaning, and direction.

Levels of Planning

Any of the three levels of planning – strategic, operational, or tactical – can be used for planning. Strategic planning is long-term in contrast to tactical or operational planning, which is short-term. Prior to making any judgements, there should be significant resource commitments in strategic planning. Additionally, there should be a promise that these choices will result in fundamental shifts in the company’s direction or a change in the rate at which the company develops.

Therefore, strategic planning is the process of establishing organisational goals and selecting extensive action plans to attain these goals. The subsequent processes ought to be utilised for this.

Relationship of HR Strategy to Business Strategy

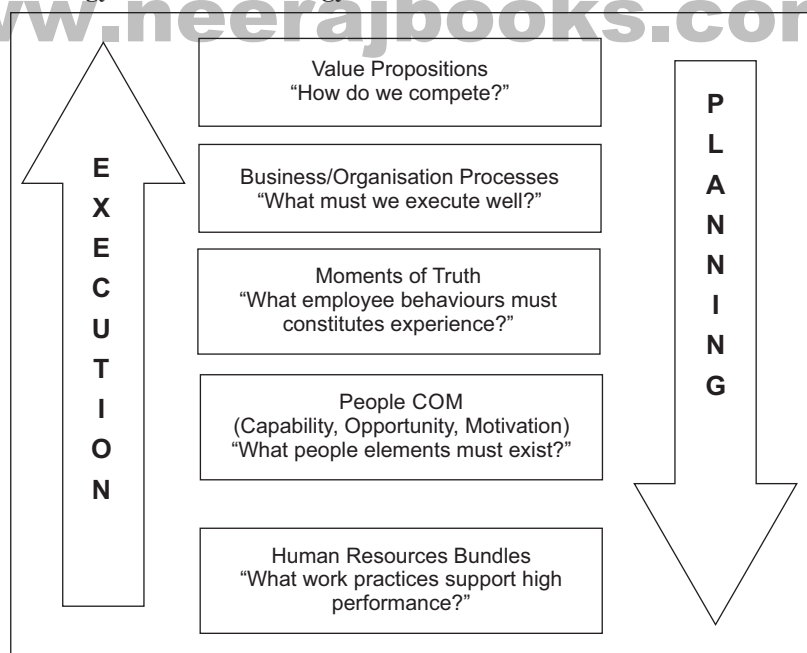


Fig. 1.1: Human Resource Strategy and Business Strategy

1. Outlining the company’s guiding principles, including its mission statement, distinctive contributions, and recommended line of operation.

2. Creating declarations of identity, purpose, and objectives for the organisation and each division.

3. Analysing the company’s strengths and weaknesses to determine the elements that might influence or constrain the choice of any potential future course of action.

4. Establishing the organisational design, which includes the structure, procedures, and interactions between them. These need to make it possible for the corporation to effectively operate the firm.

5. Creating effective tactics for reaching goals. In other words, time-based points of measurement for both sub-objectives that are qualitative and quantitative.

6. Creating programmes to put the strategies into practice.

Payoffs from Strategic Planning

Strategic planning helps management to seek new opportunities instead of cutting staff to decrease costs, which leads to growth. Strategic planning’s biggest risk is that it’s usually for the future, which changes swiftly.

Managers frequently face this challenge. Planning for line managers, customers, and suppliers can solve this challenge.

Top management should also be ready to change plans midstream if necessary. If the organisation stays aware of market demands, it can quickly adapt.

ASSESSMENT OF HUMAN RESOURCE IN ORGANISATION AND HUMAN RESOURCE PLANNING / 3

The relationship between the HR strategy and the overall business strategy is shown in the above figure. As you can see in the model, planning happens at the top and execution happens at the bottom.

The model has five links, starting with an explanation of the “Value propositions”- How can we contend? Businesses compete on a variety of interrelated factors like innovation, quality, cost leadership, and speed. These enable the identification of the business’ organisational processes.

To survive the competition, the company will need to put these into practice. If a business is able to supply a specific product to a customer on demand (e.g., swift order fulfilment), the customer will feel good in those “moments of truth”. A moment of truth is considered to occur, for instance, when an employee offers a timely, cost-effective solution to the customer’s problem.

A moment of truth requires “People’s COM” (capability, opportunity, and motivation) for an employee. Work practices in staffing, training, rewards, and performance management are needed to improve People’s Com. From high-performance work practices to People’s COM, moments of truth, business/organizational processes, and value propositions, this process continues. Thus, high-performance work practices contain these five characteristics (Paaue, Williams Keegan, 2002).

1. Assigning more responsibility to employees working in flatter organisations;
2. Putting more emphasis on line managers as human resource managers;
3. Prioritising learning in all organisational systems;
4. Delegating decision-making to autonomous units and employees; and
5. Connecting employee performance metrics to financial performance indicators.

TALENT INVENTORY

A talent inventory is crucial to understanding the future availability of people with the relevant abilities. First, “A Talent Inventory” should be conducted for this reason. An orderly database of the current workforce’s experience, talents, and interests is known as a talent inventory. Certain fundamental questions are there, such as:

- Who should be included in the inventory?
- What particular details need to be supplied for each?

- What is the best way to acquire this information?
- How might such information be recorded most efficiently?
- How can the upper management be informed of inventory results?
- How frequently must this data be updated?
- How can this information’s security be ensured?

The answers to these queries will give the information gathering for human resources a direction and scope. This data is linked to other databases and kept electronically. Such data can be utilised to create a comprehensive human resource management (HRM) system that the company can utilise in a range of circumstances. A typical profile for each person is included in the data that is acquired and it looks like this.

- Information about your current position,
- your previous position with the company,
- your other significant work experience,
- your education (including any degrees, licences, or certifications),
- your language proficiency and international experience,
- your attendance at training and development programmes,
- your leadership responsibilities in your community or industry,
- your current and previous performance appraisal data,
- your disciplinary history, and any awards you have won.

Obtaining and Updating Information

As the employee gains licences, certificates, or credentials, the data can be updated. Periodically, the employee receives a typical update form.

This data helps the organisation find prospects for promotions, special initiatives, transfers, and training. It also identifies worker demographic trends and explores HR research questions. Training and workforce planning also help.

Thus, talent inventories can improve human resource management. Organisations must ensure employee privacy.

FORECASTING WORKFORCE SUPPLY AND DEMAND

Only when talent inventories and workforce predictions are complementary to one another will an organization’s attempt to collect workforce data be worthwhile.

Only when the talent pool can be assessed in light of projected workforce needs it will be possible to be

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put to use. Similar to this, it is only possible to forecast the amount of labour needed when it is compared to the internal (i.e., within the organisation itself) labour supply both now and in the future. We can only make decisions about our future needs when we are certain of the workforce we already have and how much more we need in terms of quantity, skill, and experience.

Forecasts of the workforce are therefore efforts to predict future labour needs. This task has two separate component processes:

- (i) Predicting the availability of human resources both within and outside the company at a later time.
- (ii) Foreseeing organisational needs for varied personnel kinds.

The workforce prediction has two contradictions:

- Although forecasting techniques are straightforward and simple to explain, they are highly complex and challenging to put into practice properly.
- When the forecast turns out to be the least accurate as a projection of the future, it could prove to be the most helpful.

External Workforce

There are numerous reasons why a company makes preparations for employing additional staff, including:

- When a company wishes to grow, or
- When the current staff is getting older,
- Turnover (attrition) for certain businesses.

As a result, the business must search the external labour market for the different types of workers that will be required.

There are a few notable organisations that regularly forecast the state of the external labour market, its dynamics, and the future availability of job opportunities.

As a result, organisations or agencies always strive to estimate both the future supply of workers in a given field and the future demand for these workers.

Internal Workforce

As you may recall, each organisation creates its own talent inventory to act as its existing workforce base and predict its future manpower supply. Age, gender, job category, organisational level, location, training, performance ratings, and promotability are routinely recorded. These predict supply. Management succession plans are the most typical internal supply prediction.

This is widespread, acceptable, and integrated with strategic business planning. It's HR planning's core. This strategy ensures high-quality and ready executive talent for the company. An executive's resource team from corporate human resources supports the division's line executive in this activity.

The Chairman, Vice Chairman, and President present to each line executive. The unit's executive resources' strengths and weaknesses, the performance and potential of key executives and potential replacements (with pictures), and the rankings of all incumbents of key positions in terms of performance and potential are presented.

The policy committee critically reviews this information and provides additional insights to line managers on the strengths and weaknesses of both incumbents and their replacements, sometimes directing the incumbent to take specific career development action before the next review.

WORKFORCE DEMAND

As previously said, supply estimates are slightly simpler than demand forecasts. Forecasting demand is more subjective, and each business must be able to determine the essential elements and appropriate prediction methodologies through trial, experience, and testing against real staffing needs over time. Forecasting worker demand can be done using a trend analysis approach.

1. Identify the suitable business element,
2. Plot its historical performance in relation to the number of employees employed,
3. Determine the trend,
4. Compute the productivity ratio,
5. Make any necessary revisions to the trend, both past and future, and
6. Project to the target year.

Predictor Selection

The business factors that will be related to workforce demands should be chosen, for example, the tonnes of steel produced per week for a company making steel. The predictor needs to meet two characteristics in order to be useful.

(i) In order for business planning to be done properly, it must directly link to the fundamental character of the enterprise. For instance, if you wish to make steel in greater quantities, you need plan for the labour needed for steel production.

(ii) Changes in the chosen factor should be proportional to the necessary staff, for example, if you