

1. Section A consists of eight short answer questions. The candidate has to answer four questions. The answer shall not exceed 1 page each.
2. Section B consists of four questions. Each question consists of either or choices and the candidate has to answer either (a) or (b) from each question. The answer shall not exceed 5 pages each.
3. Section C consists of Case which is compulsory and carries 15 marks.

**Section A (4 \* 3 = 12 marks)**

1. Write briefly on any four of the following:-

- (a) Outsourcing human resources.
- (b) VRS.
- (c) Retrenchment.
- (d) Retention plan.
- (e) Counseling.
- (f) HRD for family welfare
- (g) HRD Culture.
- (h) HRD Systems.

**Section B(4 \* 12 = 48 marks)**

2. (a) Outline the concept, nature, scope and significance of Human Resource Planning.  
Or  
(b) What factors are considered while forecasting the manpower needs of an organisation?
3. (a) What are the objectives of HRD?  
Or  
(b) Examine the significance of developmental supervision.
4. (a) "Management Succession Systems is the next important phase in the executive resource planning". Discuss.  
Or  
(b) Examine the emerging trends and perspectives of HRD in the context of globalization.
5. (a) Give an overview of HRD in services industry.  
Or  
(b) What are the emerging trends in HRD?

**Section C**

CASE : QUANTITY OR QUALITY (15 marks)

The Rajendra Chemicals Ltd., Bombay. Planned for computerisation of nearly 50 per cent of the production operations and control. It has taken care of all resources in the computerization plan including human resources. The present inventory and future requirements of the production department were specified as given here under:

The human resource planners suggested to redeploy the chemical engineers in their newly started sister concern, i.e, Rajendra Paper Mills Ltd., and retrench all other categories of employees. They also recommended the management that there was no need for further recruitment or for any other action plan. The computerisation was over by the end of 1987. The management, when it wanted to start the production on the newly computerised process, it was shocked to note that not many employees in the production department were suitable to the new jobs and the information supplied by the human resources planners in this regard did not match with the reality.

#### Category of Employees - Persons Inventory - Requirements after Computerisation

Chemical engineers(Operation) - 15 - 8  
Chemical engineers (Maintenance and control) - 10 - 6  
Mechanical engineers (Maintenance) - 2 - 1  
Supervisors - 10 - 2  
Operators - 30 - 10  
Quality controllers - 5 - 1  
Total - 72 - 28

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#### Questions:

1. Why did the data supplied by the human resource planners proved to be a failure?
2. To what extent the human resource planning is responsible for the non-suitability of the present employees to the jobs in the computerised production process?