

September - October 2020  
Master of Business Administration (MBA) Examination  
(Part Time) VIth Semester  
HR PLANNING AND AUDIT

[Max. Marks 90]

Special Note : Word limit for answer of each question is 250 to 300 words.

Note : Attempt any three questions from Section A. Each question in this section carries 22 marks. Section B is compulsory and carries 24 marks.

Section A

- 1. As an HR Manager make a Blueprint Planning for shortages, surplus in automobile sector. Also design the HR activities and planning for new establishment at Jamshedpur.
- 2. What are the various approaches to evaluate the HR function in Public Sector ?
- 3. Design the HRD Audit process for Banking Sector. Discuss the various auditing styles of Top Management, Current Structures and Structural Alternatives.
- 4. Briefly explain the various HRD Audit Instruments. Also discuss the 5 myths and realities of HRD in the Professional World.
- 5. Write short notes on any three of the following :
  - (a) Benchmarking Styles
  - (b) OCTAPACE Culture
  - (c) Group Interviews
  - (d) Succession Planning
  - (e) HRIS.

Section B

- 6. Analyze the following case study :

DR. RAJAN GUPTA’S MISERY

Mr. Rajesh Talwar, Managing Director was searching for a professional who would be capable of initiating and implementing HRD activities in his organization. One day he met a person who he felt would be the most suitable person for his company. Dr. Rajan Gupta was a highly qualified person in the area of HRD. Prior to joining this company, he had served as faculty in premier institutes in India and had established a name for himself in conducting consulting and training (management development program).

Dr. Rajan Gupta joined this company as Deputy General Manager, HRD in March 1999 reporting to Col. Hemang Karandhikar, Vice President Human Resources (VP—HR). Col. Karandhikar, who was an ex-serviceman, had joined this company five years ago as Security Chief, and later moved to grab the position of VP—HR and Administration. He did not even know the concepts and practices of HRD.

Dr. Gupta was very enthusiastic about this company and its intentions, and immediately prepared a detailed plan of HR initiatives with budgetary provisions for the current year.

HRD Activities	Duration	Expenditure
1. Climate/Satisfaction survey	3 month	Rs. 50,000/-
2. Training need analysis	3 month	Rs. 50,000/-
3. Training/Intervention	12 months	Rs. 4,00,000/-
4. HRD newsletter	4 nos. in 1 year	Rs. 80,000/-

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Dr. Gupta went to meet Col. Karandhikar with his proposal. Col. Karandhikar said, "Don't worry, I will see your proposal" and instructed him to prepare the appointment letters for 35 engineers (diploma holders) who had been selected last month, and bring them for his signature. Dr Gupta immediately complied with his orders. After a lapse of one week, Dr. Gupta again went to his boss to know about the fate of his proposal. Col. Karandhikar said that his proposal was not proper and whatever suggestion he had made, it was not possible to implement. If he was interested to pursue this matter further, he should meet the Advisor in the corporate office in Delhi.

Dr. Gupta went to meet the Advisor who also gave him a long lecture and suggestions, which did not fit into the initiatives, suggested by him. In due course Dr. Gupta became frustrated and in an effort to prove his point, he met Mr. Kalyan Bajpayee, Director (Operations) and Plant Head. Mr. Bajpayee after patiently hearing Dr. Gupta, asked him to work independently.

Dr. Gupta, taking the cue from Mr. Bajpayee, began with the satisfaction and climate survey to identify the gaps and found the areas where training was required for improvement. He also began publication of HRD Newsletter to highlight the activities done by the HR department. All these activities were in opposition to the wishes of Col. Karandhikar.

In the meantime when the things were moving smoothly, VP (HR) felt insulted and informed the promoters about these activities. Promoters in their effort to curb these activities positioned one advisor from the Corporate on transfer to be placed in the plant. Again Dr. Gupta started having problem with Advisor, as he also did not know about HRD concepts and practices. Dr. Gupta went again for rescue to Mr. Bajpayee but later found to his surprise that Mr. Bajpayee had quit the job.

Dr. Gupta met Mr. Talwar, Managing Director in Delhi who in turn changed his reporting relationship from Col. Karandhikar, HR Head (Plant) to Mr. Sanjay Singh, HR head (Corporate) in Delhi. Fifteen days later Mr. Talwar instructed Dr. Gupta to develop a training program for top management in managing change, in consultation with Centre for Organization Development—Hyderabad. Dr. Gupta began his liaison with COD and kept Mr. Talwar and Mr. Singh informed about the developments.

When Dr. Gupta was to leave for Hyderabad next day for finalizing the program, he sent the travel plan to Mr. Talwar for approval and a copy to Mr. Singh. Mr. Talwar put a remark, "Dr. Gupta: your tour program is cancelled and you cannot move tomorrow", while Mr. Talwar kept silent on all communications made to him.

Consequent upon these happenings, Dr. Gupta wrote a letter to the Chairman that he was resigning because he felt constrained to carry out his activities in this company.

### Questions

1. Should the chairman accept the resignation of Dr. Gupta?
2. Should Dr. Gupta leave the organization or not?
3. Why did he take a drastic step of resigning from the company?
4. What steps the company needs to undertake to empower their employees to initiate HR activities in the company?