

Daffodil International University
Mid-Term Examination, **Spring-2026**
Department of Business Administration
Faculty of Business & Entrepreneurship
Course Title: Human Resource Planning
Course Code: 0413-411, Program: BBA

Time: 1 hour 30 minutes
Section: All

Teachers Initial: DNA
Full Marks: 25

Q1 Case Study on Approaches of Human Resource Planning

10

Organization: Tata Consultancy Services

A. Background

Tata Consultancy Services (TCS) is one of the largest IT service providers globally. With rapid expansion into AI, cloud computing, and digital transformation services, the company faced increasing pressure to ensure that the right talent with the right skills was available at the right time. Between 2023–2025, TCS expanded into new global markets. However, HR managers noticed skill shortages in data science, cybersecurity, and cloud engineering. Simultaneously, some traditional IT roles were becoming redundant due to automation.

To address these challenges, the company adopted multiple Human Resource Planning approaches such as; Quantitative Approach (Forecasting Techniques), Qualitative Approach, Strategic HRP Approach, Succession Planning Approach, Talent Management & Skill Development Approach.

B. Problem Situation

Despite these approaches, TCS faced the following issues:

Difficulty in predicting emerging tech skills; High training costs; Delays in filling niche roles
Resistance from employees toward reskilling; Global compliance issues etc.

Management now wants to evaluate whether the chosen HRP approaches are effective and sustainable with the right answer of following questions. (1a=5; 1b=5)

1a. Simplify the difference between quantitative and qualitative HRP approaches.

1b. Assume the HR challenges faced by TCS. (CLO-2, Level-3)

Q2 Interpret different techniques for forecasting Human Resources used in organizations. With reference to a realistic business or institutional example, explain how these techniques support strategic workforce planning. (CLO-3, Level-5) 05

Q3 Explain the importance of identifying key roles in an organization and describe how succession planning supports organizational continuity. Illustrate your explanation with an example from a corporate organization e.g., Apple Inc. or a public institution e.g., National Health Service. (CLO-1, Level-2) 05

Q4 Determine the methods used to collect job analysis information, such as interviews, questionnaires, observation, and document review by evaluating the accuracy of job analysis that contributes for effective Human Resource Planning in a specific context of Toyota Motor 05

Corporation or an educational institution e.g., University of Oxford.
(CLO-3, Level-5)

Q2. (Bloom's Level: Analyze | CLO3 – Analyze HR forecasting techniques) Analyze different techniques for forecasting Human Resources used in organizations. With reference to a realistic business or institutional example, examine how these techniques support strategic workforce planning.

Q3. Explain the importance of identifying key roles in an organization and describe how succession planning supports organizational continuity. Illustrate your explanation with an example from a corporate organization e.g., Apple Inc. or a public institution e.g., National Health Service. (CLO-1, Level-2).

CLO-2 (Bloom's Taxonomy Level 3 – Applying) Question:

Q4. Discuss the methods used to collect job analysis information, such as interviews, questionnaires, observation, and document review by **applying** your understanding how accurate job analysis contributes to effective Human Resource Planning in a specific context of Toyota Motor Corporation or an educational institution e.g., University of Oxford. (CLO-2, Level-3)

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A growing company named **TechNova Ltd.** is planning to expand its operations over the next 3 years. The management notices that they will need more skilled employees in areas like software development, marketing, and customer support. Currently, the company has a limited number of trained staffs, and some employees are expected to retire soon. The HR manager begins by analyzing the current workforce, forecasting future manpower needs, identifying gaps, and planning recruitment and training programs.

Question-01:

Marks 10

Based on the scenario above, explain the **process of Human Resource Planning (HRP)** followed by the HR manager of TechNova Ltd.

(CLO-2, Level-3) Marks:05

- Q2** Interpret different approaches for forecasting the require Human Resources in Squire Group Limited for the upcoming next five years. (CLO-3, Level-5) Marks:05
- Q3** Explain the talent development program for succession planning that supports organizational continuity. Illustrate your explanation with an example from a corporate organization such as National Health Service. (CLO-1, Level-2) Marks:05
- Q4** Determine the techniques used to collect job analysis information by evaluating the accuracy of job analysis that contributes for effective Human Resource Planning in a specific context of Toyota Motor Corporation. (CLO-3, Level-5) Marks: 05