

Total No. of Questions : 5]

SEAT No. :

P-3193

[Total No. of Pages : 2

[6026]-11

M.B.A. (HRD)

**PRINCIPLE AND PRACTICE OF MANAGEMENT**

**(2020 Pattern) (Semester - I) (101GC)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks.*
- 3) *Right side figures indicate full marks.*

**Q1) Answer any 5 out of 8 :**

**[2 marks each]**

- a) List out any four attributes/skills required for managers.
- b) List out any two points about universality of management.
- c) Write levels of management.
- d) List out any two behavioral approaches of management.
- e) What is the difference between centralization and decentralization (any two)?
- f) List out any four decision making biases/errors.
- g) Define span of control with example.
- h) Define management by objectives.

**Q2) Answer any 2 out of 3 :**

**[5 marks each]**

- a) Compare and contrast the contribution of Taylor & Fayol.
- b) Elaborate relationship between planning and controlling.
- c) Coordination is the essence of management. Discuss.

**P.T.O.**

**Q3) a)** Define Management. What are the functions of management?

**[10 marks each]**

OR

b) What are the Mintzberg's managerial roles?

**Q4) a)** Draw Organization chart of your college and also explain need for organization chart. **[10]**

OR

b) What are the essential characteristics of good decision making? Describe decision making steps.

**Q5) a)** "Organizing is a mechanism of management". Discuss. Explain its characteristics also. **[10]**

OR

b) Explain the importance of control in a business organization. Discuss the process of control.

**x x x**

Total No. of Questions : 5]

SEAT No. :

P-4223

[Total No. of Pages : 2

[6026]-12A

M.B.A. (HRD)

**102 GC : ORGANIZATIONAL BEHAVIOUR**

**(2020 Pattern) (Semester - I)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks.*
- 3) *Figures in right indicates the mark.*

**Q1) Answer any 5 out of 8**

**[2 mark each]**

- a) Define OB.
- b) What do you understand by Emotional Intelligence?
- c) Write down five stages of group formation?
- d) Explain “Not all leaders are manager nor all managers are leaders”.
- e) What is Right Attitude?
- f) What is change management?
- g) What is conflict?
- h) Discuss different ways to reduce stress in balancing work and life?

**Q2) Answer any 2 out of 3 :**

**[5 marks each]**

- a) Discuss in detail stereotyping & halo effect in perception?
- b) Compare and contrast Maslow’s Need Hierarchy Theory with Herzberg two factor theory of motivation.
- c) Describe Kurt Lewins three step model of change management with block diagram.

**P.T.O.**

**Q3) a)** What do you understand by transactional analysis and explain how it is linked with Johori Window? **[10]**

OR

b) Discuss different models of organizational behaviour with suitable examples.

**Q4) a)** Describe big five theory of personality? **[10]**

OR

b) What is organizational culture? Explain how to manage organizational culture.

**Q5) a)** Discuss different theories of leadership in detail. **[10]**

OR

b) What factors creates and sustain organizational structure?



Total No. of Questions : 5]

SEAT No. :

[Total No. of Pages : 2

**P3195**

[6026]-13

**First Year M.B.A.(HRD )**

**103 GC : ECONOMICS FOR HUMAN RESOURCE**

**MANAGEMENT**

**(2020 Pattern) (Semester-I)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*

**Q1)** Answer any 5 questions, 2 marks each. **[10]**

- a) What is probation?
- b) What is variable pay?
- c) Give any two objectives of VRS.
- d) What is an incentive?
- e) Give an 2 examples of allowances.
- f) What is fringe benefits?
- g) What is the retirement plans.

**Q2)** Answer any 2 questions. 5 marks each. **[10]**

- a) Differentiate between actual and potential labour supply.
- b) How changing market conditions affect wage determination.
- c) Give any 3 major causes of Labour Migration.

**Q3)** a) Why supply curve for labour bend backwards after one point? **[10]**

OR

- b) Explain the determinants of market supply of labour.

*P.T.O.*

**Q4) a)** What is compensation and its components? How it helps in organisation to achieve its objectives? **[10]**

OR

b) Design a compensation scheme to motivate the senior employees to work harder.

**Q5) a)** Is LPG policy of 1991 beneficial to the labour work force? Express your views. **[10]**

OR

b) Which factors leads to employee discrimination? Explain the laws against employee discrimination.



Total No. of Questions : 5]

SEAT No. :

**P3196**

[Total No. of Pages : 2

[6026]-14

**M.B.A. (HRD)**

**104-GC : HUMAN RESOURCE MANAGEMENT**

**(2020 Pattern) (Semester-I)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *Answer all the questions.*
- 2) *Figures to the right indicate full marks.*

**Q1)** Answer any 5 out of 8 questions: (2 marks each) **[10]**

- a) Define objectives of collective bargaining.
- b) Explain the term performance Appraisal.
- c) Describe Minimum fair and living wage.
- d) Define Industrial Relations.
- e) Explain the term resignation and few reasons of resignation.
- f) Write objectives of Human Resource Management.
- g) Explain personnel policies in organization.
- h) Write short note on : Job Analysis.

**Q2)** Answer any 2 out of 3 questions: (5 marsks each) **[10]**

- a) Discuss about the tools and aids used in training.
- b) Explain importance of HR in changed economic environment.
- c) Discuss the term Human Resource planning and elaborate its objectives.

**Q3)** Answer 3a or 3b question from below: (any one). **[10]**

- a) Write the ethics and concept of performance management and explain MBO method of performance appraisal.

OR

- b) Prepare a Training program for newly joined sales trainee for XYZ company in automobile sector.

**P.T.O.**

**Q4)** Answer 4a or 4b question from below (any one). **[10]**

- a) Elaborate on the 360-degree method of appraisal and discuss the concept of performance management.

OR

- b) “Identification of gaps in Training and need of Training need Analysis” elaborate.

**Q5)** Answer 5a or 5b question from below (any one). **[10]**

- a) Explain Human Resource Information System (HRIS) and its the need of hour.

OR

- b) Discuss objectives of Industrial Relations and explain Grievance Handling process.





Total No. of Questions : 5]

SEAT No. :

P-3197

[Total No. of Pages : 2

[6026]-15

F.Y. M.B.A. (HRD)

105 GC : LABOUR LAWS - I

(2020 Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All the questions carry equal marks.
- 2) Attempt all the Questions.
- 3) Use flowchart wherever necessary.

**Q1) Solve any five of the following :**

**[10]**

- a) What are some of the key elements of labour laws in India?
- b) What is the main focus of labour legislations?
- c) Which industries are covered under the Industrial Employment Standing Order Act 1846?
- d) Which schedule of the Act contains special provisions?
- e) Define the term "Hazardous Process" as per The factories Act 1948.
- f) Which entity is responsible for ensuring the payment of wages under this act?
- g) The Payment of Wages Act was enacted to ensure the \_\_\_\_\_ payment of wages to employees.
- h) What is the name of the parent body of ILO and where is the headquarter of ILO located?

**Q2) Solve any two of the following :**

**[10]**

- a) What are the 5 major objectives of labour legislations. Explain in details?
- b) Write a note of Industrial employment (standing orders) act, 1946
- c) Discuss briefly the authorities set up for the investigation and settlement of dispute as to the category of establishment.

**P.T.O.**

**Q3) a)** Examine how Health and Safety Provisions ensure in maintaining Healthy and Hygiene condition under the Factories Act 1948. **[10]**

OR

b) An employer is running an industry where readymade garments are manufactured and 200 workmen are employed. He desires to retrench 30 of its workmen. What steps should be taken by the employer to lawfully retrench them, who had put in more than one year of continuous service in the industry? **[10]**

**Q4) a)** What do you mean by Labour Legislation? What are the various types of Labour Legislation in India? **[10]**

OR

b) An employee working in a shop raises a dispute regarding the category of establishment. How can this dispute be resolved under the Bombay Shops & Establishment Act? **[10]**

**Q5) a)** Assess the significance of the Industrial Employment Standing Order Act 1946 in ensuring workplace discipline and harmony. **[10]**

OR

b) What is Wages under Payment of Wages Act and elaborate any seven provisions of 'Authorized Deductions'? **[10]**

**x x x**

Total No. of Questions : 5]

SEAT No. :

P-3198

[Total No. of Pages : 3

**[6026]-16**  
**F.Y. M.B.A. (HRD)**  
**106GC: RESEARCH METHODOLOGY**  
**(2020 Pattern) (Semester - I)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*

**Q1)** Attempt any five questions :

**[10]**

- a) A size of sample depend on :
  - i) Variability in population
  - ii) Confidence level
  - iii) Degree of precision or accuracy required
  - iv) All the above
- b) Which of the following is not type of non-comparative scale?
  - i) Likert
  - ii) Rank order
  - iii) Semantic Differential Scale
  - iv) None of the above
- c) When sampling frame is not available researcher should use :
  - i) Probability Sampling
  - ii) Non-probability Sampling
- d) Explain concomitant variable.
- e) What is a Research question.

*P.T.O.*

- f) In \_\_\_\_\_ sampling method population is first divided into groups which heterogeneous within and homogenous amongst.
- i) Stratified
  - ii) Quota
  - iii) Cluster
  - iv) All the above
- g) Which of the following is not a step in research process?
- i) Data Analysis.
  - ii) Define the problem
  - iii) Develop a research plan
  - iv) Evaluate the competition strategy
- h) Write a note on rating scale.

**Q2) Solve any one :** **[10]**

- a) Summarise various methods of univariate analysis.

OR

- b) Explain any two types of techniques used to measure validity of the scale. Also explain the different measurement issues.

**Q3) Solve any one :** **[10]**

- a) Prepare a hypothesis (null and alternate) for the following situations.
- i) Researcher wants to understand whether salary is associated qualification.
  - ii) Researcher wants to understand impact of work from home an organizational citizenship.
- b) Develop a questionnaire for studying perception on actions taken by company on moonlighting.

**Q4)** Solve any two :

**[10]**

- a) Differentiate between nominal scale and interval scale.
- b) Describe the process of Research.
- c) Explain the concept of dependent and independent variable.

**Q5)** Solve any one :

**[10]**

- a) Under what circumstances Researcher should use Qualitative Research and Quantitative Research. Explain with example.
- b) Explain in detail probability sampling.



Total No. of Questions : 5]

SEAT No. :

**P3199**

[Total No. of Pages : 2

[6026]-17

**F.Y.M.B.A. (Human Resource Development)**  
**107 UL : PERSONNEL ADMINISTRATION SYSTEM**  
**(2020 Pattern) (Semester-I)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Your answer should be specific and to the point.*

**Q1)** Answer any five out of eight questions:

**[10]**

- a) Transfer is a \_\_\_\_\_ .
  - i) Vertical job assignment
  - ii) Inclined job assignment
  - iii) Horizontal job assignment
  - iv) None of the above
- b) What are the steps in job analysis?
  - i) Select a job, Gather data on job, prepare job description
  - ii) Select a job, gather data on job, prepare job specification
  - iii) Select a job, prepare job specification, prepare job description
  - iv) None of the above
- c) Time office consists of manpower planning, leave management, shift management, overtime management, reporting tool and employee self help application (True/False)
- d) Discuss in brief the nature of personnel administration.
- e) Define personnel policy.
- f) Highlight the role of Time office.
- g) Define job enlargement.
- h) Bring out the significance of statutory registers.

**Q2)** Answer any two.

**[2×5=10]**

- a) Write a note on a domestic enquiry.
- b) Draft a letter of appointment for a probationary and contract employee.
- c) Differentiate between job enlargement and job enrichment.

**P.T.O.**

**Q3) a)** Define Gratuity. Show calculation of gratuity under the gratuity Act. [10]

OR

b) Design a salary structure of HR executive in an I.T sector highlighting the main components. [10]

**Q4) a)** Explain detail process of job description and job specification and how important they are in recruitment process. [10]

OR

b) Draft a charge sheet for theft of goods (finished material). [10]

**Q5) a)** Explain the concept of provident fund in detail. [10]

OR

b) Mrs. Anita Mane has been recently transferred to Solapur Branch of XYZ Bank. Draft a transfer letter on behalf of the bank considering certain assumptions. [10]



Total No. of Questions : 5]

SEAT No. :

P-3200

[Total No. of Pages : 2

[6026]-18

M.B.A. (HRD)

**108UL: ENTREPRENEURSHIP AND NEW VENTURE  
PLANNING (Theory)**

**(2020 Pattern) (Semester - I)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks.*
- 3) *All questions carry internal options.*
- 4) *Draw necessary diagrams & give appropriate examples.*

**Q1)** Answer any five of the following :

**[10]**

- a) Define Entrepreneurship development.
- b) The small business 'owner-manager' is always the founder of the business (True/False).
- c) List types of entrepreneurship.
- d) If an entrepreneur takes decisions on behalf of their enterprise, it is known as \_\_\_\_\_.
- e) \_\_\_\_\_ Best represents the environment of an entrepreneurial oriented organization?
- f) Which enterprise was found by Akio Morita?
- g) \_\_\_\_\_ process of creating incremental wealth is called Entrepreneurship.
- h) The idea and actions that explain how a firm will make its profits refers to \_\_\_\_\_.

*P.T.O.*



**Q2)** Answer any two of the following : **[10]**

- a) Difference between Managerial Vs Entrepreneurial approach.
- b) Explain characteristic of successful entrepreneurs?
- c) What are the characteristics of a Successful Training Programme?

**Q3)** Answer any one of the following : **[10]**

- a) Explain steps in marketing research? Develop a Marketing plan with help of customer analysis and sales analysis?

OR

- b) How will you develop a Marketing plan? Explain with an example.

**Q4)** Answer any one of the following : **[10]**

- a) Explain in detail venture capital-process.

OR

- b) Give the details about sources of financing for Indian entrepreneurs.

**Q5)** Answer any one of the following : **[10]**

- a) What need to do for intellectual property protection under Patents, Trademarks & Copyrights?

OR

- b) What legal issues can come during forming business entity?



Total No. of Questions : 5]

SEAT No. :

P-3201

[Total No. of Pages : 2

**[6026]-19**  
**M.B.A. (HRD)**  
**(109 UL): ACCOUNTING FOR HR**  
**(2020 Pattern) (Semester - I)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*

**Q1)** Solve any five :

**[5 × 2 = 10]**

- a) Mention the various types of financial statements.
- b) What is net worth?
- c) Define operating expenses.
- d) Define ledger.
- e) What is Trial balance?
- f) Mention the accounting equation.
- g) Define contingent liability.
- h) Define Balance Sheet.

**Q2)** Solve any two :

**[2 × 5 = 10]**

- a) Explain in detail how accounting ratios assist in the process of decision making in an any organisation.
- b) Differentiate between financial accounting and Management accounting.
- c) Differentiate between liquidity ratios and probability ratios.

*P.T.O.*

**Q3)** Solve any one :

a) Define cost sheet. Explain in detail the various elements of cost sheet.[10]

OR

b) Costing is an Instrument of Management control. Comment.

**Q4)** Solve any one :

a) Marginal costing is the administrative tool for the Management to achieve higher profits and efficient operations. Discuss. [10]

OR

b) What is marginal costing? Mention the steps in ascertaining profit under marginal costing.

**Q5)** Solve any one :

a) What do you understand by budgeting? Mention the types of budget in detail. [10]

OR

b) What is responsibility accounting? Explain in detail the various types of responsibility centres.



Total No. of Questions : 5]

SEAT No. :

P-3202

[Total No. of Pages : 2

[6026]-21

First Year M.B.A. (HRD)

GC - 201 : LABOUR WELFARE

(2020 Pattern) (Semester - II)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) Figures to the right indicate full marks.
- 3) Draw neat labeled diagram wherever necessary.

Q1) Attempt any five :

[10]

- a) Explain the meaning of welfare & define labour welfare.
- b) List of statutory welfare facilities mentioned in factory Act.
- c) List of Non-statutory welfare activities can be adopted by the management.
- d) Explain the scheme of Public Health & Sanitation.
- e) Role of labour welfare officer and the qualification required for the same.
- f) Define the trade union and its role in implementing the welfare activities in an organisation.
- g) Define industry and list down the different types in Industries.
- h) Define the concept of worker participation in management.

Q2) Attempt any two :

[10]

- a) Illustrate the concept of labour welfare and explain theories of labour welfare.
- b) Explain in details the concept of workers education schemes.
- c) Explain the labour welfare scheme and three (3) Basic categories e.g. economic services, recreational services & facilities services

P.T.O.

**Q3) Attempt any one :**

**[10]**

- a) From your point of view, explain the role of NGO and Government in developing labour welfare programme.
- b) ABC company wants to implement the WPM scheme in management, Organisation needs helps to get expected outcomes/benefits from programme and set different objectives.

**Q4) Attempt any one :**

**[10]**

- a) Do the critical analysis of The Bombay Labour Welfare Act 1953 and also comment on the applicability.
- b) Analyse the role of labour manager in an organisation and the main difference point between the role of labour manager and personal manager.

**Q5) Attempt any one :**

**[10]**

- a) Prepare a detailed labour welfare scheme and consider statutory and non statutory factors while developing the same.
- b) Develop worker education programme for the XYZ organization.

**x x x**

Total No. of Questions : 5]

SEAT No. :

P-3203

[Total No. of Pages : 2

[6026]-22

F.Y. M.B.A. (HRD)

**GC202: INDUSTRIAL ORGANIZATIONAL PSYCHOLOGY**

**(2020 Pattern) (Semester - II)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*

**Q1) Solve (Any 5) :**

**[5 × 2 = 10]**

- a) What does performance mean at the individual and group levels?
- b) What is employee performance psychology?
- c) What is group performance in psychology?
- d) How does gender affect work performance?
- e) What are the uses of psychological test?
- f) What are the 3 major fields of industrial/organizational psychology?
- g) What is the purpose of I-O psychology?
- h) How can psychology be used in the workplace?

**Q2) Solve (Any 2) :**

**[2 × 5 = 10]**

- a) What are the main topics in I-O psychology?
- b) What are the 3 major concentrations of I-O psychology?
- c) What are the six areas of I-O psychology?

*P.T.O.*

**Q3)** What are the challenges facing industrial psychology today? **[10]**

OR

What are the five roles of industrial psychology?

**Q4)** What are the goals of I-O psychology? **[10]**

OR

What are the 3 major fields of industrial/organizational psychology? Give relevant examples.

**Q5)** What are the basic concepts of industrial psychology? **[10]**

OR

How does I/O psychology contribute to society?



Total No. of Questions : 5]

SEAT No. :

P-3204

[Total No. of Pages : 2

[6026]-23

F.Y. M.B.A. (HRD)

**GC - 203 : INDUSTRIAL RELATIONS & EMPLOYEE  
RELATIONS**

**Compulsory Generic Core Course**

**(2020 Pattern) (Semester - II)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *All questions have internal options.*
- 3) *Figures to the right indicates full marks.*
- 4) *Assume suitable data if necessary.*

**Q1) Solve any five :**

**[10]**

- a) What is meant by Industrial Relation? **[2]**
- b) What are the functions of Trade union? **[2]**
- c) Which factors affect collective bargaining? **[2]**
- d) Define collective bargaining. **[2]**
- e) What is meant by grievance handling? **[2]**
- f) What are the objectives of trade unions? **[2]**
- g) State any 2 importance of employee stock option plans. **[2]**
- h) Who can participate in collective bargaining? **[2]**

**Q2) Solve any two :**

**[2 × 5 = 10]**

- a) Discuss the system approach to the study of Industrial Relation. **[5]**
- b) Explain the functions of trade union. **[5]**
- c) Write importance of Labour Laws. **[5]**
- d) What is the nature of Industrial dispute. **[5]**

**P.T.O.**



**Q3) Solve any one :**

- a) Briefly discuss the various methods for the settlement of industrial disputes under the industrial disputes Act. **[10]**

OR

- b) Discuss the concept & significance of Negotiation in the settlement of Industrial dispute Act. **[10]**

**Q4) Solve any one :**

- a) What is meant by collective bargaining and what is the process of collective bargaining. **[10]**

OR

- b) How collective bargaining help in maintaining labour Relations in India.**[10]**

**Q5) Solve any one :**

- a) What are the power of appropriate government Regarding the transfer of proceedings under the industrial disputes Act, 1947. **[10]**

OR

- b) What do you mean by Grievance? Explain the Steps in Grievance handling procedure. **[10]**



Total No. of Questions : 5]

SEAT No. :

P-3205

[Total No. of Pages : 2

[6026]-24

M.B.A. (HRD)

204GC : TRAINING AND DEVELOPMENT

(2020 Pattern) (Semester - II)

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *All questions are compulsory.*
- 2) *Draw necessary diagram whenever required.*
- 3) *Figures to the right indicate full marks.*

**Q1) Solve any Five :**

**[2 × 5 = 10]**

- a) MDP's & EDP's.
- b) Training Strategy.
- c) Define Quality of Training.
- d) Explain off the Job training.
- e) Define Training Pedagogy.
- f) Importance of Training.
- g) Define ROI of Training.
- h) Distance Learning.

**Q2) Solve any Two :**

**[5 × 2 = 10]**

- a) Elaborate Training Design Process.
- b) Define Important components of Training Needs Analysis.
- c) What are the Duties and Responsibilities of Training Manager?

**Q3) Solve any one :**

**[10]**

- a) Describe the role of ICT in training and Explain what are its challenges.
- b) Explain various processes of training evaluation.

**P.T.O.**

**Q4) Solve any one :**

**[10]**

- a) Explain the various methods of Training and Development.
- b) Explain the barriers to an effective training process. Suggest ways to make training better.

**Q5) Solve any one :**

**[10]**

- a) Explain how Indian corporate sector being affected by the current trends of issues related to training and development.
- b) Write a note on “Role of E-Learning platforms in imparting training”.



Total No. of Questions : 5]

SEAT No. :

P-3207

[Total No. of Pages : 2

[6026]-26

**M.B.A. (HRD) (Semester - II)**

**206-GC : FINANCE FOR HR**

**(2020 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*

**Q1) Attempt any five :**

**[5 × 2 = 10]**

- a) What are Current Assets? Enlist 4 Current Assets.
- b) Differentiate between Net profit & operating profit.
- c) What are Intangible Assets? Enlist any two Intangible Assets.
- d) What is a 'face value' of a share?
- e) Explain the concept of "Reserves & Surplus".
- f) What is "Financial Liquidity"?
- g) What is "Good will"?

**Q2) Attempt any Two :**

**[2 × 5 = 10]**

- a) Capital Expenditure
- b) Due Diligence
- c) Fiscal Year
- d) Balance Sheet

**Q3) Enlist & Explain the contents of a 'Balance Sheet'.**

**[10]**

OR

Draw a Proforma Income Statement & explain in brief the constituents of the same.

**[10]**

**P.T.O.**

**Q4)** What is “Financial Literacy”? How to improve financial literacy of your company? **[10]**

OR

What is Ratio Analysis? Narrate how Ratios are used to determine the Financial Performance of the firm. **[10]**

**Q5)** Explain in brief : **[4 × 2.5 = 10]**

- a) Sales In wards
- b) Depreciation
- c) Cost of Goods Sold
- d) Operating Profit

OR

Explain in brief : **[4 × 2.5 = 10]**

- a) Earning Per Share (EPS)
- b) Gross profit
- c) Debt in capital structure
- d) Human Resource Accounting (HRA)



Total No. of Questions : 5]

SEAT No. :

P-3208

[Total No. of Pages : 2

[6026]-27

M.B.A. (HRD)

207-UL : FUTURE OF WORK PLACES

(2020 Pattern) (Semester - II)

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*
- 3) *Neat diagrams must be drawn wherever necessary.*

**Q1)** Answer any 5 (each of 2 marks) :

- a) Define Human Capital Skills.
- b) "Recite Life Long Learning".
- c) Quote → Competitive agile term
- d) Describe Talent Management
- e) Recite :- Payroll
- f) Define - Demographic Workforce
- g) Quote term - Personal Brand
- h) Explain : Term 'Personality Thentis'.

**Q2)** Answer any 2 (each of 5 marks) :

- a) Summarize 5 elements of human capital skills with example.
- b) Interpret various drives for changing nature of work.
- c) Classify tech based skills & competency based skills with suitable example.

**Q3)** Answer any 1 (10 marks each) :

- a) Discover various methods to change workers attitude & value system to adopt as per current tech based organisation.
- b) Articulate tech based Hiring process for health care company.

**P.T.O.**

**Q4)** Answer any 1 (10 marks each) :

- a) Connect life long learning lessons of employee with his growth perspectives & performance at work place.
- b) Correlate “Critical thinking & problem solving skills” with Employees efficient performances at workplace.

**Q5)** Answer any 1 (10 marks each) :

- a) Critiaze the tools & techniques invented as technological revolution at workplace.
- b) Comment “Communications Information Technology break though at workplace que. boun”.



Total No. of Questions : 5]

SEAT No. :

P-3209

[Total No. of Pages : 2

[6026]-28

M.B.A. (HRD)

**208-UL : MANAGEMENT OF EMPLOYEE  
TRANSFORMATION**

**(2020 Pattern) (Semester - II)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 marks.*

**Q1)** Solve any Five of the following :

**[5 × 2 = 10]**

- a) What is organization culture?
- b) Define change management.
- c) Define Business Process Reengineering.
- d) What is intercultural awareness?
- e) Enlist Steps in Kurt Lewin Change Management.
- f) What is cross cultural management?
- g) What is informal network?
- h) What is transformational leadership?

**Q2)** Solve any Two of the following :

**[2 × 5 = 10]**

- a) Discuss the different challenges in cross cultural management.
- b) Describe any 3 strategies adopted by organizations to manage the resistance of change.
- c) Discuss the process of implementation of Business Process Reengineering (BPR).

**P.T.O.**



**Q3) Solve any One of the following :** **[1 × 10 = 10]**

- a) Discuss the different techniques used to sustain the culture during downsizing.
- b) Discuss the problems of merger and acquisition. What are different HR interventions used to manage the merger - acquisition Successfully?

**Q4) Solve any One of the following :** **[1 × 10 = 10]**

- a) What is transformational leadership style? Discuss the relevance of transformational leadership style to change management.
- b) Explain Business Process Reengineering (BPR) as a tool for transformation.

**Q5) Solve any One of the following :** **[1 × 10 = 10]**

- a) Discuss different communication strategies used in post - merger integration.
- b) Explain role of leader in managing change and transformation.



Total No. of Questions : 5]

SEAT No. :

P-3210

[Total No. of Pages : 2

**[6026]-29**  
**M.B.A. (HRD)**  
**(209 UL): BUSINESS LAW**  
**(2020 Pattern) (Semester - II)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*

**Q1)** Solve any five of the following :

**[10]**

- a) What is Void contract?
- b) Define Special contract.
- c) State in brief Indemnity.
- d) What is ownership of goods under the sales of good act 1930?
- e) Define Partnership.
- f) Explain in brief the term “Foreign direct investment”.
- g) Define ‘Consumer dispute’ under the Consumer Protection Act 1986.
- h) State any two functions of Information Commission.

**Q2)** Solve any two :

**[10]**

- a) Explain in detail the scope & nature of LLP.
- b) State the difference between partners and company.
- c) Explain adjudication in FEMA.

*P.T.O.*

**Q3)** Solve any one : **[10]**

- a) Define Acquisition. State the acquisition of property in India.
- b) What repatriation of foreign exchange.

**Q4)** Solve any one : **[10]**

- a) State the difference between current account and capital account.
- b) Explain in detail the elements of the valid contract.

**Q5)** Write short note on any two : **[10]**

- a) Document in LLP.
- b) Transfer of ownership.
- c) Non-owners.
- d) Consumer disputes redressal agencies.



Total No. of Questions : 5]

SEAT No. :

P-3211

[Total No. of Pages : 2

[6026]-31

M.B.A. (HRD)

**301-GC : STRATEGIC HUMAN RESOURCE  
MANAGEMENT**

**(2020 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *All questions carry 10 marks.*

**Q1)** Define the following (any 5) :

**[5 × 2= 10]**

- a) Strategic HRM
- b) Succession planning
- c) Employee morale
- d) Job Analysis
- e) E-recruitment
- f) Cross culture sensitivity
- g) Head hunting
- h) Organisational culture

**Q2)** Answer the following (any 2) :

**[2 × 5 = 10]**

- a) What are the objectives of Talent management explain in brief.
- b) Explain the role played by WTO in maintaining the labour standards in organisations.
- c) Differentiate between HRM and SHRM.

**Q3)** a) Explain the recent trends in top-level executive compensation.

**[10]**

OR

- b) Explain the demand forecasting techniques in short.

**P.T.O.**

**Q4) a) Discuss strategic Human Resource planning process. [10]**

OR

b) Explain the Krik-Patrik model in detail.

**Q5) a) Define Human Resouce Information system. Elaborate the significance of HRIS in today's scenario. [10]**

OR

b) Elaborate the various retention strategies implemented by modern organisations.



Total No. of Questions : 5]

SEAT No. :

P-3910

[Total No. of Pages : 2

[6026]-32

S.Y. M.B.A. (HRD)

302-GC : ORGANIZATIONAL DEVELOPMENT

(2020 Pattern) (Semester - III)

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*

**Q1)** Answer the following (any 5) : **[10]**

- a) Write any two values required for Organizational Development.
- b) Define Organizational Development.
- c) Mention any two components of Herbert Shepard's Contribution for OD.
- d) Name the person who is widely recognized as the founding father of OD.
- e) Define Organizational Change.
- f) Explain how teamwork is important for Organizational Development.
- g) Write any two contributions of McGregor in organizational development.
- h) State any two roles of change agent in OD.

**Q2)** Answer the following (Any two) : **[10]**

- a) Explain the parallel learning structure in OD.
- b) Explain Kurt Lewin model for OD evolution.
- c) Write short note on system theory.

**Q3)** Solve any one of the following : **[10]**

- a) Explain the process of organization development with example.

OR

- b) Write in detail note on evaluating and institutionalizing interventions.

**P.T.O.**

**Q4) Solve any one of the following : [10]**

- a) Write interpersonal and group process approaches of Human process interventions.

OR

- b) Develop a group process approach with all components for an Insurance Company.

**Q5) Answer the following (any one) : [10]**

- a) Develop a performance management system for an IT company.

OR

- b) Explain in detail restructuring of organizations.



Total No. of Questions : 5]

SEAT No. :

[Total No. of Pages : 2

**P3212**

[6026]-33

**Second Year M.B.A. (HRD )**

**303 GC : COMPENSATION MANAGEMENT**

**(2020 Pattern) (Semester-III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*

**Q1) Solve any five**

**[5×2=10]**

- a) Define wages? What are the various types of wages.
- b) What are the different types of labour market in India.
- c) Give 3 possible impacts of an ageing population on the labour market.
- d) What are the objectives of compensation management.
- e) Write on different types of Incentive plans for the employees.
- f) Define the term 'Dearness Allowance'.
- g) What are the objectives of national wage policy of India.
- h) What are the different type of pay structures.

**Q2) Solve any two :**

**[2×5=10]**

- a) Discuss the concept compensation Benchmarking with suitable example.
- b) What do you understand by labour productivity? Explain determinants of labour productivity.
- c) What are the factors to be considered for designing sound wage incentive scheme?
- d) Explain the term:
  - i) Gross salary
  - ii) Net Salary and
  - iii) CTC

**P.T.O.**



**Q3) Solve any one: [10]**

a) Define wage. What are the four theories of wage determination?

OR

b) Write on types of employee benefits. What are the various Statutory employee benefits available to employees in India. [10]

**Q4) Solve any one:**

a) Assume that you are a HR manager of a manufacturing company. Using the current national wage policy, design wage incentive plan for class-III employee/worker. [10]

OR

b) How does compensation affect the local labour market? What is the relationship between supply and demand of labor? [10]

**Q5) Solve any one:**

a) Define the term 'Compensation'. Distinguish between monetary and non-monetary compensation. [10]

OR

b) Discuss the bases for traditional pay system and modern pay system. How are pay plans established? [10]



Total No. of Questions : 5]

SEAT No. :

**P3213**

[Total No. of Pages : 2

[6026]-34

**Second Year M.B.A. (HRD)**  
**304 GC : LABOUR LAWS - III**  
**(2020 Pattern) (Semester-III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 marks.*

**Q1)** Solve any 5 out of 8 questions.

**[5×2=10]**

- a) State the qualification of being engaged as an apprentice under the Apprentices Act 1961.
- b) State any two obligations of employer under the Apprentices Act 1961.
- c) What does provision of “Wages in Kind” means under Minimum Wages Act 1948.
- d) What does provision of “Overtime” means under Minimum Wages Act 1948.
- e) Define “continuous service” under the payment of Gratuity Act, 1972.
- f) What is “gratuity” under the payment of Gratuity Act, 1972.
- g) State any two duties of Industrial Court under the Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act, 1971.
- h) State any two Unfair Practices on the part of Employers under the Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act, 1971.

**Q2)** Write notes on any two provisions of payment of Gratuity Act, 1972. **[2×5=10]**

- a) Payment of Gratuity.
- b) Determination of the amount of Gratuity.
- c) Forfeiture of Gratuity.

**Q3)** Solve any one question.

**[10]**

- a) State the obligation of Employer (both in case of major and minor trade Apprentices) under the Apprentices Act 1961.
- b) State the rules regarding hours of work, overtime, leave and holidays of apprentices under the Apprentices Act 1961.

**P.T.O.**

**Q4) Solve any one question. [10]**

- a) Discuss the duties and power of authorities constituted under the Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act, 1971.
- b) State the provisions relating to “Illegal Strike” under the Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act, 1971.

**Q5) Solve any one question. [10]**

- a) Explain the provisions relating to exemption of liability of employer in certain cases under Minimum Wages Act, 1948.
- b) Discuss the provisions of Minimum Wages Act, 1948 relating to composition of Advisory Board and Central Advisory Board.



Total No. of Questions : 5]

SEAT No. :

**P-3214**

[Total No. of Pages : 2

**[6026]-36**

**S.Y. M.B.A. (HRD)**

**306 UL : REWARD & RECOGNITIONS**

**(2020 Pattern) (Semester - III)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks.*
- 3) *Each question carry 10 marks.*

**Q1) Answer any 5 out of 8 (2 marks) :**

- a) Define the term reward system.
- b) What is the composition of pay structure?
- c) Explain the term CTC.
- d) Define the term shop floor pay.
- e) Explain recognition management.
- f) Explain the concept of team pay.
- g) Define knowledge worker.
- h) List types of wages.

**Q2) Answer any 2 out of 3 (5 marks each) :**

- a) Discuss in short : competency based pay.
- b) Explain the types of pitfalls of Reward system.
- c) Discuss in detail : how rewarding for knowledge workers is planned.

***P.T.O.***

**Q3) Answer any one out of two (10 marks each) :**

- a) Describe in detail the National wage policy and its importance in current era.
- b) Discuss the various components of compensation used by the organizations to reward their employees.

**Q4) Answer any one out of two (10 marks each) :**

- a) Explain the various Reward & Compensation strategies in Manufacturing sector.
- b) “Impact on Environment with Reward system of a company”. Discuss & justify.

**Q5) Answer any one out of two (10 marks each)**

- a) “Employee recognition has direct linkage with the motivation of employees”. Justify this with help of suitable example.
- b) Raj is working as an customer service support team member at one of the Insurance company. During pandemic there was tremendous workload & pressure on all the employees. Each employee was working almost 10 hrs per day. When time for appraisal came, manager was in dilemma of giving reward & recognition to the deserving employees. Suggest rewarding strategy for this special group.

**x x x**

Total No. of Questions : 5]

SEAT No. :

P-3215

[Total No. of Pages : 2

[6026]-37

S.Y. M.B.A. (HRD)

UL - 307 : INSTRUMENTS IN HRD

(2020 Pattern) (Semester - III)

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question carry 10 marks.*

**Q1) Answer any 5 questions from following :**

- a) What do you mean by HRD?
- b) What is Training?
- c) What is succession planning?
- d) What do you mean by Locus of control?
- e) What do you understand by HR competency?
- f) Define PMS.
- g) Define organisational Psychology.
- h) What is MAO - B?

**Q2) Write short notes (Any 2)**

- a) HRD Tools.
- b) FIRO - B.
- c) Need for HR developmental processes.

**P.T.O.**

**Q3)** “Effective HRD tools helps an employee in career and succession planning”.  
Elaborate with suitable example.

OR

What is assessment and development center? What are the benefits of it?

**Q4)** ‘Belbins team roles’ an effective tool of HRD. Discuss with suitable example.

OR

Explain in detail MAO - B Framework.

**Q5)** Explain need scope and design of HRD Tools.

OR

Write a note on training, coaching and Managing performance.

**x x x**

Total No. of Questions : 5]

SEAT No. :

**P3216**

[Total No. of Pages : 2

[6026]-38

**S.Y. M.B.A. (H.R.D.)**

**308 UL : BEST PRACTICES IN HR**

**(2020 Pattern) (Semester-III)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Figures to right indicate full marks.*

**Q1)** Solve any five.

**[5×2=10]**

- a) Define knowledge management.
- b) What are the prerequisites of HR Audit.
- c) Explain Balanced scorecard parameters.
- d) What is HR Audit.
- e) Explain the role of HR Auditor.
- f) Define HR Accounting.
- g) What are the problems in accounting for Human resources.
- h) What are the four (4) perspectives of a balanced scorecard.

**Q2)** Solve any two.

**[2×5=10]**

- a) How do you create a balanced scorecard in HR?
- b) What is need and objectives of HR audit.
- c) How do human resources help in sustainable development.

**Q3)** Solve any one.

- a) What is covered in an HR audit? How do you prepare an HR audit report? **[10]**

OR

- b) How to create a balanced scorecard? What is the importance of balanced scorecard? **[10]**

**P.T.O.**



**Q4)** Solve any one.

- a) How can we achieve sustainable development in any organisation using best practices in HR. **[10]**

OR

- b) What are the objectives, Advantage & problems of HR Accounting. **[10]**

**Q5)** Solve any one.

- a) Explain the types of knowledge management? What are the challenges and benefits of knowledge management. **[10]**

OR

- b) As a HR Manager which HR Best practices will you implement in your organisation. **[10]**



Total No. of Questions : 5]

SEAT No. :

P-3217

[Total No. of Pages : 2

[6026]-41

M.B.A. (HRD)

**GC - 401 : COMPETENCY MAPPING & CAREER DEVELOPMENT**

**(2020 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carry 10 marks.*

**Q1) Define the following term (Any 5) :**

**[5 × 2 = 10]**

- a) KSA
- b) EVA
- c) Competency mapping.
- d) Operant traits.
- e) Respondent traits
- f) Functional competency
- g) Career planning

**Q2) Answer any two questions :**

**[2 × 5 = 10]**

- a) State the differences between differentiating competencies and threshold competencies.
- b) State the differences between career planning and career development.
- c) State the differences between HR Generic competency model and supervisory generic competency model.

**P.T.O.**

**Q3) Answer any one question :**

**[10]**

- a) Explain the components of competency in detail.
- b) Explain the importance of career planning and career development with suitable example.

**Q4) Answer any one question :**

**[10]**

- a) Explain different categories of competencies based on their nature, importance & relevance.
- b) Explain 360° feedback & Delphi technique in detail.

**Q5) Answer any one question :**

**[10]**

- a) Elaborate the concept & usefulness of iceberg model in today's world?
- b) Critically evaluate the reasons behind popularity of competency in today's world. Explain with proper example.

**x x x**

Total No. of Questions : 5]

SEAT No. :

P-3218

[Total No. of Pages : 2

[6026]-42

M.B.A. (HRD)

**402GC : PR & CORPORATE COMMUNICATION**

**(2020 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate maximum marks.*

**Q1)** Attempt any five :

**[10]**

- a) Explain the concept of public relations.
- b) Define Advertising.
- c) What is the role of Advertising in P.R.
- d) List the techniques used in PR.
- e) What role does PR play in the functioning of labour unions?
- f) Enumerate any 2 elements which may be included in a House Journal.
- g) Name the first two steps in PR policy formulation.
- h) What is an intangible element of corporate image of an organisation?

**Q2)** Attempt any two :

**[10]**

- a) What is Budgeting? Examine the steps in PR Budgeting.
- b) Explain any two challenges for the PR department.
- c) What are the positive effects of PR on religious groups?

**Q3)** a) What are the elements that constitute the total 'Corporate Image' and 'Corporate identity'. **[10]**

OR

- b) Differentiate between 'Corporate image' and 'Corporate identity'.

**P.T.O.**

**Q4) a)** Explain various tools available for E-PR with proper examples. **[10]**

OR

b) Explain use of E-PR in crisis management with a suitable example.

**Q5) a)** What are the fundamentals of successful news letters of an organisation? **[10]**

OR

b) Examine and evaluate the process of PR policy formulation.



Total No. of Questions : 5]

SEAT No. :

**P-3881**

[Total No. of Pages : 2

**[6026]-43**

**M.B.A. (HRD)**

**403-GC : LABOUR LAWS - IV**

**(2020 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *All questions are compulsory.*
- 2) *All questions carry 10 marks.*

**Q1)** Answer any 5 out of 8 (2 marks each) :

**[10]**

- a) Define Trade Dispute.
- b) What is the extent & Applications of Bonus Act?
- c) Rights of minors to membership of Trade Union.
- d) Who is a Special Public Prosecutor?
- e) Define Private Key as per IT act 2000.
- f) Define Accounting year as per Payment of Bonus act.
- g) Define Digital Signature.
- h) Which acts do not apply to registered Trade Union?

**Q2)** Answer any 2 out of 3 (5 marks each) :

**[10]**

- a) Notice of change of name or amalgamation of Trade Union & its effects.
- b) Computation of Available Surplus.
- c) Electronic Signature.

**Q3)** a) Explain the provisions of set on & set off of Bonus.

**[10]**

OR

- b) Explain the Constitution of a National Human Rights Commission.

**P.T.O.**

**Q4) a)** Explain the provisions of Electronic Governance as per IT Act 2000? **[10]**

OR

b) Explain the Penalties & Procedure as per Trade Union Act.

**Q5) a)** Explain the Functions & Powers of the commission as per section 12 of the protection of Human Rights Act. **[10]**

OR

b) Explain the special provisions with respect to certain establishment as per section 16 of Payment of Bonus Act.



Total No. of Questions : 3]

SEAT No. :

**P3219**

[6026] - 44

[Total No. of Pages : 5

**S.Y. M.B.A. (H.R.D)**

**404 GC : CASES IN HUMAN RESOURCES**

**(2020 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All cases carry equal marks (i.e. 25 marks).*
- 2) *Solve any two cases of the following.*

**Q1) Case No: 01**

Garuda Enterprises Ltd. is a public limited company employing more than 1600 regular employees apart from about 250 contract employees. There is a strong union operating in the company and the management union relations are cordial. January 2011 was the month when many employees were on leave and management had initiated action against some employees for absence without leave during 2010. Both these were a regular feature in the company every January. This January 2011, however, the company decided to launch a VRS scheme to reduce its permanent workforce and rationalize the manpower. The scheme was worked out and published for the employees on 27th January. The scheme stated that employees must submit their applications on or before 31st January 2011 and management will then take a decision about acceptance or non-acceptance of the VRS applications.

Among the various applicants there were two applicants against whom action for absence without leave was initiated and one applicant who was on leave during 27 to 31 January. The two applicants against whom disciplinary action was initiated submitted their applications on 28th and 29th January respectively. The third applicant, who was on leave, resumed on 4th February 2011 and then submitted his application on 5th February 2011.

Company considered all applications and rejected some applications including these 3 applications. The reasons forwarded by the Company were that in case of two employees, disciplinary action was in process and in case

***P.T.O.***



of the third employee he submitted his application after the due date i.e. 31st January 2011. Towards end of February the two employees were awarded punishment of 2 days' suspension without wages.

Upon hearing that their applications were rejected, the 3 employees went to Union and the Union is now agitated about the action of management in not accepting the VRS application of these 3 employees.

Questions: (5 marks each)

- a) Is the action of management right? How?
- b) What can the Union do in this respect?
- c) What should be the principles involved in operating a VRS Scheme?
- d) Was the VRS right option to reduce manpower.
- e) Summarise the case and give suitable title.

**Q2)** Case No. : 02

Seaside Hotel is an independently owned, three-star hotel situated in Newquay in Cornwall. It has 108 rooms and permanently employs 30 full—time staff and approximately 40 part-time employees. During the period of peak demand between May and August, the hotel virtually doubles its labour force with casual and temporary labour. Cornwall presents a challenging environment for any business, particularly those that serve the tourism market. Business is highly seasonal with hotels experiencing very low occupancy during the off-season and many hotels choose not to operate during this time. The Seaside Hotel operates all year round by supplementing its tourism trade during the off-season by offering discounted conferencing facilities for local businesses and as a cheap base for corporate events and activities, such as teambuilding weekends. Tourism is, however, vitally important for the region and its businesses and provides a significant proportion of all jobs in the South West. Cornwall can, however, be a difficult place in which to work. For instance, Newquay — Cornwall's most popular holiday destination — is one of the UK's unemployment black spots due to the seasonality of jobs, with an unemployment rate several times higher than the national average, albeit falling considerably during the summer.

Maintaining a relatively large, permanently employed workforce of 70 employees is a problem for the Seaside Hotel, given that demand during the off-season is highly unpredictable, and when occupancy rates are low it can place a significant burden on the hotel to pay their wages. Conversely, when demand is unexpectedly high during this time, considerable pressure is placed on this 'skeleton' workforce to service the needs of customers. In order to cope with this variability of demand, the hotel has trained most of its 'core' workforce in a range of skills (for example, silver service waiting, bar work, food preparation, housekeeping, front-of - house, etc.), in order to enable them to cover shortfalls in labour where and when required. The view is taken that even though the wage bill in winter is proportionately higher than in the high season, there is a desire to retain 'the best and most experienced staff on a year-round basis'. The comprehensive training provided to the core workforce to allow such an approach does, however, present a problem for management. The range of skills possessed by these workers makes them highly employable in the local labour market and the hotel has experienced high turnover among this group in the past. In recognition of their importance, however, the hotel has begun to offer higher than average wages, bonuses attached to length of service and good terms and conditions of employment (for example, a generous holiday entitlement), in order to ensure both staff loyalty and commitment. This has resulted in a largely stable core workforce, many of whom have been at the hotel for several years. This group largely 'manages itself' and enjoys a good working relationship both with each other and the hotel management. They are often consulted over new practices or changes being made to the hotel and often make valuable contributions to decision-making. Each month, a member of core staff is chosen to be an 'employee of the month' and receives a cash bonus.

During the summer months, casual employees are largely recruited from among those making informal enquires about employment. Some of these transient workers have previous experience of hospitality work but many are unskilled with no prior experience. These casual employees are typically used to 'top up' in the kitchen, restaurant, bar and housekeeping — those areas most sensitive to fluctuations in demand. Many of these workers come to Cornwall during the summer months to enjoy the nightlife in Cornwall but are vital for the local economy during this time, as the current hotel manager recognises, stating that 'Cornwall would not function, could not survive, if people did not come to work here in the summer'. Training is typically minimal and takes place 'on the job'. Staff are often thrown in at the deep end, after having been briefly instructed on a limited range of simple tasks, with core workers

retaining the more skilled work. Casual employees often complain that they are left with the 'dregs' in terms of tasks and are used as 'scivvies' by the core workers, and senior managers at the hotel often refer to the casual workers simply as 'bodies': those employed simply to make up the numbers. The hotel experiences high levels of turnover of staff from this casual workforce but the hotel manager is unconcerned by this, arguing that it simply represents 'natural wastage' and that these workers are meant to be 'disposable'. Casual workers are, subsequently, offered no set hours or guarantees of employment from one day to the next and are paid only the national minimum wage.

### Questions

- a) Which elements of the approach taken to the management of employees conform to 'hard' and 'soft' HRM, respectively? [10]
- b) What are the potential problems that the current way in which labour is organised and treated might create? [15]

### Q3) Case No: 03

Evergreen is a private sector in Bhopal. This company showed steady growth for last 5 years. However, from 2005-06, company is facing financial crisis. Order book position has been dwindled. Competition has become more and more serious. Input costs have gone up. Many attributed the reasons beyond the firms control, as being due to recent trend in the economic recession. Condition has reached to such a state, that, firm will have to reduce its operations for its survival. This means a partial lockout or partial retrenchment or both. General Manager (HR) explained the precarious financial position to the union leaders and solicited their cooperation and support on the following: Company employees 500 workers.

- i) Retrench workers up to a maximum of 30%.
- ii) Partial lockout of 2 out of 5 units.
- iii) Freeze the wages for the next two years.

Union leaders went back to consult the workers and promised to return with their counter proposals.

The next day Union leaders met GM (HR) and offered their counter proposals in the following manner:

- 1) Do not retrench. As a last resort, if inescapable, the retrenchment should not be more than 15%.

- 2) Recall the retrenched workers when the economy or order position improved.
- 3) Union must have access to accounting figures or order book position and other relevant economic indicators.
- 4) Introduce 5 days a week instead of present 6 days a week.
- 5) Pay supplementary or unemployment wages to the retrenched workers

Union leaders said that the demand is the minimum best on the principles of “Wage spreading and guaranteed wages”. If management is not ready to these terms Union will resist retrenchment and any unilateral action by management may result reaction from unions which include strike.

Questions: (5 marks each)

- a) Do you consider the demands reasonable? if not, why?
- b) Prepare a brief for management and points they should raise with the union in the next negotiation face.
- c) Prepare the points required to defend unions point of view.
- d) Give suitable title to this case.
- e) Summarise the case.



Total No. of Questions : 3]

SEAT No. :

**P3219**

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[Total No. of Pages : 5

**S.Y. M.B.A. (H.R.D)**

**404 GC : CASES IN HUMAN RESOURCES**

**(2020 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All cases carry equal marks (i.e. 25 marks).*
- 2) *Solve any two cases of the following.*

**Q1) Case No: 01**

Garuda Enterprises Ltd. is a public limited company employing more than 1600 regular employees apart from about 250 contract employees. There is a strong union operating in the company and the management union relations are cordial. January 2011 was the month when many employees were on leave and management had initiated action against some employees for absence without leave during 2010. Both these were a regular feature in the company every January. This January 2011, however, the company decided to launch a VRS scheme to reduce its permanent workforce and rationalize the manpower. The scheme was worked out and published for the employees on 27th January. The scheme stated that employees must submit their applications on or before 31st January 2011 and management will then take a decision about acceptance or non-acceptance of the VRS applications.

Among the various applicants there were two applicants against whom action for absence without leave was initiated and one applicant who was on leave during 27 to 31 January. The two applicants against whom disciplinary action was initiated submitted their applications on 28th and 29th January respectively. The third applicant, who was on leave, resumed on 4th February 2011 and then submitted his application on 5th February 2011.

Company considered all applications and rejected some applications including these 3 applications. The reasons forwarded by the Company were that in case of two employees, disciplinary action was in process and in case

***P.T.O.***

of the third employee he submitted his application after the due date i.e. 31st January 2011. Towards end of February the two employees were awarded punishment of 2 days' suspension without wages.

Upon hearing that their applications were rejected, the 3 employees went to Union and the Union is now agitated about the action of management in not accepting the VRS application of these 3 employees.

Questions: (5 marks each)

- a) Is the action of management right? How?
- b) What can the Union do in this respect?
- c) What should be the principles involved in operating a VRS Scheme?
- d) Was the VRS right option to reduce manpower.
- e) Summarise the case and give suitable title.

**Q2)** Case No. : 02

Seaside Hotel is an independently owned, three-star hotel situated in Newquay in Cornwall. It has 108 rooms and permanently employs 30 full—time staff and approximately 40 part-time employees. During the period of peak demand between May and August, the hotel virtually doubles its labour force with casual and temporary labour. Cornwall presents a challenging environment for any business, particularly those that serve the tourism market. Business is highly seasonal with hotels experiencing very low occupancy during the off-season and many hotels choose not to operate during this time. The Seaside Hotel operates all year round by supplementing its tourism trade during the off-season by offering discounted conferencing facilities for local businesses and as a cheap base for corporate events and activities, such as teambuilding weekends. Tourism is, however, vitally important for the region and its businesses and provides a significant proportion of all jobs in the South West. Cornwall can, however, be a difficult place in which to work. For instance, Newquay — Cornwall's most popular holiday destination — is one of the UK's unemployment black spots due to the seasonality of jobs, with an unemployment rate several times higher than the national average, albeit falling considerably during the summer.

Maintaining a relatively large, permanently employed workforce of 70 employees is a problem for the Seaside Hotel, given that demand during the off-season is highly unpredictable, and when occupancy rates are low it can place a significant burden on the hotel to pay their wages. Conversely, when demand is unexpectedly high during this time, considerable pressure is placed on this 'skeleton' workforce to service the needs of customers. In order to cope with this variability of demand, the hotel has trained most of its 'core' workforce in a range of skills (for example, silver service waiting, bar work, food preparation, housekeeping, front-of - house, etc.), in order to enable them to cover shortfalls in labour where and when required. The view is taken that even though the wage bill in winter is proportionately higher than in the high season, there is a desire to retain 'the best and most experienced staff on a year-round basis'. The comprehensive training provided to the core workforce to allow such an approach does, however, present a problem for management. The range of skills possessed by these workers makes them highly employable in the local labour market and the hotel has experienced high turnover among this group in the past. In recognition of their importance, however, the hotel has begun to offer higher than average wages, bonuses attached to length of service and good terms and conditions of employment (for example, a generous holiday entitlement), in order to ensure both staff loyalty and commitment. This has resulted in a largely stable core workforce, many of whom have been at the hotel for several years. This group largely 'manages itself' and enjoys a good working relationship both with each other and the hotel management. They are often consulted over new practices or changes being made to the hotel and often make valuable contributions to decision-making. Each month, a member of core staff is chosen to be an 'employee of the month' and receives a cash bonus.

During the summer months, casual employees are largely recruited from among those making informal enquires about employment. Some of these transient workers have previous experience of hospitality work but many are unskilled with no prior experience. These casual employees are typically used to 'top up' in the kitchen, restaurant, bar and housekeeping — those areas most sensitive to fluctuations in demand. Many of these workers come to Cornwall during the summer months to enjoy the nightlife in Cornwall but are vital for the local economy during this time, as the current hotel manager recognises, stating that 'Cornwall would not function, could not survive, if people did not come to work here in the summer'. Training is typically minimal and takes place 'on the job'. Staff are often thrown in at the deep end, after having been briefly instructed on a limited range of simple tasks, with core workers

retaining the more skilled work. Casual employees often complain that they are left with the 'dregs' in terms of tasks and are used as 'scivvies' by the core workers, and senior managers at the hotel often refer to the casual workers simply as 'bodies': those employed simply to make up the numbers. The hotel experiences high levels of turnover of staff from this casual workforce but the hotel manager is unconcerned by this, arguing that it simply represents 'natural wastage' and that these workers are meant to be 'disposable'. Casual workers are, subsequently, offered no set hours or guarantees of employment from one day to the next and are paid only the national minimum wage.

### Questions

- a) Which elements of the approach taken to the management of employees conform to 'hard' and 'soft' HRM, respectively? [10]
- b) What are the potential problems that the current way in which labour is organised and treated might create? [15]

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