

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
---------------------	--

**[5566]-101**

**M.P.M. (I Sem.) EXAMINATION, 2019**

**101 : PRINCIPLES AND PRACTICES OF MANAGEMENT  
(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries **10** marks

(iv) Figures to the right indicate marks for that question/  
sub-question.

(v) Your answers should be specific and to the point.

(vi) Support your answers with suitable live examples.

(vii) Draw neat diagrams and illustrations supportive to your  
answer.

(viii) Use of calculators is permitted (as applicable).

**1. (A)** Explain the concept and nature of management, definition, need  
and scope. [10]

*Or*

**(B)** Write a detailed note on Henry Fayol's contribution to Modern  
Management. [10]

**2. (A)** Explain the concept of Corporate Governance and its benefits  
to organization [10]

*Or*

**(B)** Discuss Globalization and its effects on Management. [10]

P.T.O.

3. (A) Mention the different schools of management and their contribution in the field of management. [10]

*Or*

- (B) Point out the distinctive contribution of Taylor to the theory of management. Why is he regarded as the Father of Scientific Management ? [10]

4. (A) Write short notes on :

(a) Centralization and Decentralization

(b) Manpower Planning Process. [10]

*Or*

- (B) Discuss the relationship between “Planning” and “Control”. [10]

5. (A) Decision-making is critical to success of any business organization. Discuss. [10]

*Or*

- (B) Explain the nature and concept of decision-making. What are the various steps involved in decision-making ? [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
-------------	--

**[5566]-102**

**M.P.M. (First Semester) EXAMINATION, 2019**

**102 : ORGANISATIONAL BEHAVIOUR**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All questions carry equal marks.*

(ii) *Answer all the questions.*

1. Define the term Organizational Behaviour. In what way the various fields of O.B. contribute to individual development ?

*Or*

High performance and task performance leads to organizational effectiveness. Do you agree ? Discuss with suitable justification.

2. Victor Vroom's expectancy theory has an impact in improving productivity. Discuss.

*Or*

What is the importance of attitude ? Explain different components of attitude.

3. Define the term group. Explain various types of groups in detail.

*Or*

Define conflict. How constructive and destructive conflict arise in the organization ?

P.T.O.

4. Good organizational culture sustains employees in the organization.  
How ?

*Or*

Evaluate the basic elements involved in designing the organizational structure.

5. Write short notes on (any *two*) :
- (1) Constraints in decision making
  - (2) Role of a supervisor
  - (3) Learning Organization
  - (4) Johari Window.

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
---------------------	--

**[5566]-103**

**M.P.M. (First Semester) EXAMINATION, 2019**

**103 : ECONOMICS FOR HUMAN RESOURCE MANAGEMENT**

**(2013 PATTERN)**

**Time : 2 Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions are compulsory.

(ii) Each question is having internal option.

(iii) All questions carry equal marks.

(iv) Figures to right indicate full marks.

(v) Draw neat diagram with illustrations wherever necessary.

1. Explain concept of hiring from alternative skills sets and its opportunities. [10]

*Or*

Define concept of retirement and voluntary retirement schemes. State differences between retirement and voluntary retirement schemes.

2. How changes in market conditions influences wage determination ? [10]

*Or*

Discuss the role of internal job markets in wage setting.

3. Define variable pay and explain its types. [10]

*Or*

Write short notes on : [10]

(a) Straight pay and variable pay

(b) Concept of economically efficient wage contract.

P.T.O.

4. Explain opportunities and challenges in workers migration. [10]

*Or*

Discuss impact of LPG Policy on labour mobility.

5. Define concept of employee discrimination and explain factors contributing to it. [10]

*Or*

Discuss impact and importance of legal regulations in employee discrimination.

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
---------------------	--

**[5566]-104**

**M.P.M. (I Semester) EXAMINATION, 2019**

**HUMAN RESOURCE MANAGEMENT**

**(2013 PATTERN)**

**Time : 2 Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All* questions are compulsory.

(ii) *All* questions carry equal marks.

**1.** Define Human Resource Managements ? Explain fundamental aspects and approach on which its principles are based upon. [10]

*Or*

Bring out various responsibilities and objectives of HRM. [10]

**2.** What is Manpower Planning ? Why is it necessary for an organization ? [10]

*Or*

What are the instruments of selection process ? Explain its importance. [10]

**3.** What is compensation ? What is the need for an effective compensation system in every business organization. [10]

*Or*

What is training ? What are the purposes of training and re-training ? [10]

P.T.O.

4. What are the essentials of a good appraisal system ? Explain with examples. [10]

*Or*

Write a detailed note on succession planning and career planning.[10]

5. Write short notes on (any *two*) : [10]
- (a) Succession planning
  - (b) Employment Exchange
  - (c) Job portals
  - (d) 360 degrees Appraisal.

Total No. of Questions—7]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
---------------------	--

**[5566]-105**

**MPM (First Semester) EXAMINATION, 2019**

**105 : LABOUR LAWS—I**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions carry equal marks.

(ii) Answer any *five* questions.

1. Explain and discuss the Indian perspective and the need of Labour Legislation in India.
2. What are the various provisions for the Welfare Measures contemplated under the Factories Act, 1948 ?
3. Explain any *five* Deductions from the wages of an employed person which shall be made only in accordance with the provisions of the Payment of Wages Act, 1936.
4. State and explain the following provisions under the Bombay Shops and Establishment Act, 1948 :
  - (a) Opening and closing hours of Shops, Theatres, Lunch rooms and Restaurants.
  - (b) Hours of work of employees and Procedure for registration of establishment.

P.T.O.

5. Define Manufacturing Process and elaborate the provisions for the Safety Measures contemplated under the Factories Act, 1948.
6. Explain the detail provision relating to the Conditional Attachment of Property of employer or other person responsible for payment of wages under Payment of Wages Act, 1936.
7. Write notes on (any *two*) :
  - (a) Role of ILO
  - (b) Welfare measures under the Factories Act, 1948
  - (c) Leave provisions under the Bombay Shops and Establishment Act, 1948
  - (d) Inspecting staff.

Total No. of Questions—5]

[Total No. of Printed Pages—1

<b>Seat No.</b>	
---------------------	--

**[5566]-106**

**M.P.M. (I Semester) EXAMINATION, 2019**  
**RESEARCH METHODOLOGY (106)**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions carry equal marks.  
(ii) Attempt any 1 from (A) or (B).

1. (A) Why is Research important for business ? Explain with examples.  
*Or*  
(B) Explain Research Process.
  
2. (A) Write a detailed note on problem identification.  
*Or*  
(B) Explain Hypothesis. What are the qualities of Good Hypothesis ?
  
3. (A) Explain features of a good research design.  
*Or*  
(B) Write a note on Exploratory Research Design.
  
4. (A) Write a note on concept of measurement problems in measurement.  
*Or*  
(B) Explain validity and reliability in measurement.
  
5. (A) Write a note on sampling, various types of sampling.  
*Or*  
(B) Write a note on Primary data collection tools.

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
---------------------	--

**[5566]-107**

**M.P.M. (I Sem.) EXAMINATION, 2019**

**108 : PERSONNEL ADMINISTRATION AND**

**SYSTEM PROCEDURES**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) There are *five* questions each of **10** marks.

(ii) *All* questions are compulsory with internal choice.

**1.** (A) Explain personnel policy and highlight on important elements which should be considered in drafting personnel policy. [10]

*Or*

(B) Explain in detail the various methods and elements of time office. [10]

**2.** (A) Mr. Rahul Khanna has been recently transferred to Solapur Branch of XYZ Bank. Draft a transfer letter on behalf of the bank considering certain assumptions. [10]

*Or*

(B) Design a salary structure of HR executive in an Automobile sector highlighting the main components. [10]

P.T.O.

3. (A) Draft a show cause notice against a worker for his misconduct related to 'Neglecting Supervisors Instructions'. [10]

*Or*

- (B) Draft a warning letter to the worker who was caught sleeping at shopfloor by the supervisor. [10]

4. (A) Job Enrichment is most popular technique for enhancing employee motivation. Explain. [10]

*Or*

- (B) Differentiate between Job Description and Job Specification. [10]

5. (A) Discuss the main elements of TDS. [10]

*Or*

- (B) Explain the concept of provident fund in detail. [10]

Total No. of Questions—5]

[Total No. of Printed Page—1

<b>Seat No.</b>	
---------------------	--

**[5566]-201**

**MPM (Second Semester) EXAMINATION, 2019**

**LABOUR WELFARE**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**Instructions to students:**

1. All questions are compulsory
2. Each question has an internal option
3. Each question carries 10 marks

Q1 A “Labour Welfare is not a barren liability or useless expenditure but a wise investment”. [ 10 ]  
Discuss it in detail.

OR

Q1 B Explain the structure and role of International Labour Organization in promoting the [ 10 ]  
Welfare of Labour.

Q2 A Explain the roles, qualification and duties of Labour Welfare Officer. [ 10 ]

OR

Q2 B Give the difference between the personnel manager & labour officer. [ 10 ]

Q3 A What role do the trade unions play in labour welfare in India? [ 10 ]

OR

Q3 B What do you mean by statutory welfare amenities and non-statutory welfare amenities? [ 10 ]  
Explain government’s approaches in welfare and health in various sectors of industry.

Q4 A Workers education scheme is indirectly related to workers hygiene, explain. [ 10 ]

OR

Q4 B List out and explain problems and challenges of industrial health and hygiene. [ 10 ]

Q5 A Is labour welfare directly related to productivity? Discuss [ 10 ]

OR

Q5 B Write a note on relationship between Mental, Physical, Social and Industrial Health. [ 10 ]

**[5566]-201**

Total No. of Questions—5]

[Total No. of Printed Page—1

<b>Seat No.</b>	
---------------------	--

**[5566]-202**

**M.P.M. (II Semester) EXAMINATION, 2019  
202 : INDUSTRIAL ORGANISATIONAL PSYCHOLOGY  
(2013 PATTERN)**

**Time : 2 Hours**

**Maximum Marks : 50**

**N.B. :-** (i) *All* the questions are compulsory.  
(ii) *All* questions carry equal marks.

Q.1: Elaborate the concept of Industrial Organizational Psychology with appropriate examples. Also bring out the uniqueness and importance of the concept.

OR

Q.1: "Industrial Organizational Psychology has effect on the job as well as everyday life of an individual working in an organization." Do you agree? Justify.

Q.2: What are the determining factors that have impact on productivity and efficiency? Explain with examples.

OR

Q.2: "Male and Female behaviour differs. It also has effect on overall work culture." Comment.

Q.3: "There are barriers to usage of psychological tests. Furthermore, it is very difficult to measure the effectiveness of such tests." Explain the problems faced and difficulties of measurement of psychological tests.

OR

Q.3: How are the psychological tests used to improve the effectiveness of employees?

Q.4: "Individual and Group Interaction have different flavours and effects on the behaviour of the people at work." Do you agree? Justify.

OR

Q.4: "Actions, Reactions and Interactions of the group are different at different situations." Comment.

Q.5: Write notes on (Any two)

- a) Group Dynamics
- b) Limitations of Psychological Research
- c) Enhancing productivity and efficiency

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
-------------	--

**[5566]-203**

**M.P.M. (Second Semester) EXAMINATION, 2019**  
**203 : INDUSTRIAL RELATIONS**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :— (i) Attempt all the questions.**

**(ii) All questions carry equal marks.**

**Q.1) a) Define Industrial Relations .Explain approaches to Industrial Relations. [10]**

**OR**

**b)What are the Duties of labour courts tribunals & national tribunals ? [10]**

**Q.2) a) Define workers participation in management. What are the challenges to the workers participation in management ? [10]**

**OR**

**b)What is Industrial Dispute ? Describe the machinery for settlement of Industrial Dispute. [10]**

**Q.3) a) Explain the various provisions for Lay –off and retrenchment under I.D. Act ,1947. [10]**

**OR**

**b)Explain the various provisions of Registration of Trade Union. [10]**

**Q.4) a) Define Trade Union. Explain the functions & Problems of trade union. [10]**

**OR**

**b)Elaborate the provisions of Health & Welfare of contract employee Mentioned in contract Labour Act ,1970. [10]**

**P.T.O.**

**Q.5 a)** Explain the silent features of Industrial Employment (Standing Order) Act, 1946. **[10]**

**OR**

**b) Write short notes:** **[10]**

1. Collective Bargaining Process.
2. Licensing process of Contractors
3. Works committee
4. Illegal Strike & Lockouts.

<b>Seat No.</b>	
---------------------	--

**[5566]-204**

**M.P.M. (Second Semester) EXAMINATION, 2019**

**204 : TRAINING AND DEVELOPMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

***Instructions :***

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

1. What is training? Explain need & objectives of training.

**OR**

Explain various types of Training.

2. Explain the steps involved in Training Process.

**OR**

What is Training Need Analysis? Explain the levels of training need analysis.

3. Explain on the job and off the job training methods.

**OR**

Explain following concepts

- a) Training for Cultural Diversity.
- b) Training the Trainer.

4. What is training evaluation? Explain various techniques to evaluate training.

**OR**

Explain in detail about Kirkpatrick model of training evaluation.

5. What are different training aids? Explain the merit and demerits of training aids.

**OR**

Define e-Learning. What are the essentials of e-Learning?

Total No. of Questions—5]

[Total No. of Printed Pages—1

<b>Seat No.</b>	
---------------------	--

**[5566]-205**

**M.P.M. (II Sem.) EXAMINATION, 2019  
205 : LABOUR LAWS-II  
(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

Q.1) State objectives of Employee Provident fund Act 1952 & Explain Eligibility Criteria and Contribution provision. (10)

OR

Q.1) Explain different schemes provided under Employee Provident fund Act 1952. (10)

Q.2) Explain following benefits of Employee State Insurance Act 1948 (10)

a) Sickness benefit

b) Maternity benefit

OR

Q.2) Write short note on Principal Employer and Immediate Employer. (10)

Q.3) Define the term Industrial Dispute and Layoff. Explain objectives of Industrial Dispute Act 1947 (10)

OR

Q.3) Briefly discuss the provisions related to illegal strikes and lockout. (10)

Q.4) Explain the provisions of Maternity benefit on Death of Woman and leave for Miscarriage under Maternity Benefit Act 1961. (10)

OR

Q.4) Describe following terms with reference to Maternity Benefit Act 1961 (10)

a) Right to payment of Maternity Benefit

b) Conditions for Payment of Maternity Benefit

Q.5) Explain the provisions for (10)

a) Cognizance of offence

b) Penalty for obstructing inspector under Maternity Benefit Act 1961

OR

Q.5) Explain powers of Inspectors under Maternity Benefit Act 1961. (10)

[5566]-205

1

<b>Seat No.</b>	
---------------------	--

**[5566]-206**

**M.P.M. (II Semester) EXAMINATION, 2019**  
**206 : FINANCE FOR HR**  
**(2013 PATTERN)**

**Time : 2½ Hours****Maximum Marks : 50**

**N.B. :—** (i) All questions are compulsory.  
(ii) All questions carry equal marks.

1. (a) Explain the need of Financial Intelligence in an organization.  
*Or*  
(b) Explain the need for evaluating a company critically in view of liquidity and profitability.
2. (a) Explain the following concepts in detail :  
(i) Fiscal year  
(ii) Accruals.  
*Or*  
(b) Finance is art as well as science. Discuss with suitable examples.
3. (a) Why balance sheet balances ? Explain.  
*Or*  
(b) Human Resources are Assets not a liability. Do you agree with this statement ? Justify.
4. (a) Explain corporate Performance management.' Give essential elements of the same.  
*Or*  
(b) Explain with examples :  
(i) Financial Literacy  
(ii) Transparency in Financial Record
5. (a) What is cash flow statement ? Draw a specimen of cash flow statement.  
*Or*  
(b) Write short notes on :  
(i) Share Capital  
(ii) Fixed Assets.

Total No. of Questions—5]

[Total No. of Printed Page—2

<b>Seat No.</b>	
---------------------	--

**[5566]-207**

**M.P.M. (II Semester) EXAMINATION, 2019**  
**207 : QUALITY MANAGEMENT**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

- N.B. :—** (i) All questions are compulsory.  
(ii) Figures to the right indicate full marks.  
(iii) Each question carries **10** marks.  
(iv) Each question has an internal option.  
(v) Your answer should be specific and to the point.

**1.** What is QMS ? Discuss the process involved in QMS.

*Or*

“QMS integrates the various internal processes within the organization.”  
Comment.

**2.** What is six sigma ? Explain the steps involved in implementing six sigma.

*Or*

Explain the benefits derived from six sigma.

**3.** Define and explain various certification series of ISO certification.

*Or*

State and explain features of ISO 9000 quality management system standard.

P.T.O.

4. Explain in detail kaizen as the tool of quality management system.

*Or*

“Kaizen concept is critical to the success of large organizations.”

Explain.

5. Explain the concept of 5S in detail.

*Or*

5S methodology can also be used in pharmaceutical companies. Comment.

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
---------------------	--

**[5566]-301**

**M.P.M. (III Sem.) EXAMINATION, 2019**

**301 : STRATEGIC HUMAN RESOURCE MANAGEMENT  
(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All* questions carry equal marks.

(ii) Attempt any *one* from (A) or (B).

1. (A) Define strategic Human Resource Management. Write a note on evolution of SHRM. [10]

*Or*

(B) How can we integrate HR strategy with Business Strategy ? [10]

2. (A) Explain in detail 'HRIS'. How does it influence Human Resource Environment ? [10]

*Or*

(B) Write notes on : [10]  
(a) Equal Employment Opportunity  
(b) Employee Relations.

3. (A) What is meant by Employer Branding ? Explain concepts of special event recruiting and E-recruiting. [10]

*Or*

(B) Write short notes on : [10]  
(a) Head Hunting  
(b) Employee involvement.

P.T.O.

4. (A) Explain the following concepts : [10]  
(a) Pay for performance approach  
(b) Variable compensation.

*Or*

- (B) Write a detailed note on career management with reference to Strategic Human Resource Management. [10]

5. (A) Write a note on HR issues in global assignments. [10]

*Or*

- (B) Write notes on : [10]  
(a) Global HR Strategies  
(b) Downsizing.

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
---------------------	--

**[5566]-302**

**M.P.M. (Third Semester) EXAMINATION, 2019**

**302 : ORGANISATIONAL DEVELOPMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions are compulsory.

(ii) Figures to the right indicate full marks.

1. (a) Define Organisational Development ? Discuss its evolution. [10]

*Or*

(b) Outline the contributions made by Kurt Lewin and Robert Blake to the field of OD.

2. (a) Elaborate the importance of parallel learning structure in Organisational Development. [10]

*Or*

(b) Discuss the importance of teams in organisational development with examples.

3. (a) Explain need and importance of meaning change. [10]

*Or*

(b) Explain “Intervention” with respect to organisational development.

P.T.O.

4. (a) Discuss various approaches of Human Process Interventions. [10]

*Or*

- (b) Elaborate the interpersonal and group process approach.

5. (a) What role does restricting play in the process of organisational development ? [10]

*Or*

- (b) What are the challenges faced by managers while managing a diversity in workforce ?

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
---------------------	--

**[5566]-303**

**M.P.M. (Third Semester) EXAMINATION, 2019**

**303 : COMPENSATION MANAGEMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

- N.B. :—** (i) Neat diagrams must be drawn wherever necessary.  
(ii) Figures to the right indicate full marks.  
(iii) All questions carry equal marks.  
(iv) All questions are compulsory.

**1. (a) Discuss various theories of wage determination. [10]**

*Or*

(b) Discuss compensation management and explain theories of wage determination.

**2. (a) Explain different types of labour market in India. [10]**

*Or*

(b) Discuss impact of labour demand and supply on compensation fixation.

**3. (a) Explain the characteristics of well designed wage incentive plan in details. [10]**

*Or*

(b) Describe the concept of company wage policy.

P.T.O.

4. (a) Discuss different kinds of wage incentives. [10]

*Or*

(b) Discuss pay structure with reference to pay roll management.

5. Write short notes on any *two* : [5 each]

(a) Types of employee benefits

(b) Competency based pay

(c) Statutory employee benefits in India.

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
---------------------	--

**[5566]-304**

**M.P.M. (III Semester) EXAMINATION, 2019**

**BEST PRACTICES IN HR (304)**

**(2013 PATTERN)**

**Time : 2 Hours**

**Maximum Marks : 50**

**N.B. :—** (i) Attempt *five* questions.

(ii) Figures to the right indicate marks.

1. (A) What do you understand by the term 'Best Practice' ? Discuss some of the best practices implemented by organizations, in two area of Human Resource Management. [10]

*Or*

(B) What is organizational sustainability ? What challenges do organizations face while implementing sustainability practices. [10]

2. (A) Write short notes on : [10]

(1) Knowledge Management

(2) HR Scocard.

*Or*

(B) (1) Role of HR Auditor

(2) Prerequisites of HR Audit. [10]

3. (A) What is HR Accounting ? Discuss some of the challenges organizations may face while implementing HR Accounting. [10]

*Or*

(B) Explain the concept of 'Balanced Score Card' with the help of its four perspectives. [10]

P.T.O.

4. (A) Explain various methods of valuation of Human Asset, that are used in HR Accounting. [10]
- Or*
- (B) Discuss step by step process of conducting HR Audit in the organization. [10]
5. Explain HR Scorecard and workforce scorecard. State its advantages and disadvantages. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
---------------------	--

**[5566]-305**

**M.P.M. (Semester III) EXAMINATION, 2019**

**305 : LABOUR LAWS—III**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Figures to the right indicate full marks.

1. (A) Define the term “Wages” and explain the provisions relating to Payment of Minimum rate of Wages and Exemption of liability of employer in certain cases under Minimum Wages Act, 1948. [10]

*Or*

- (B) Discuss the objectives and scope of Minimum Wages Act, 1948 and explain the provision relating to Penalties for offences under the Minimum Wages Act, 1948.

2. (A) Discuss the authorities constituted under the Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act, 1971 and state their duties and powers. [10]

*Or*

- (B) Define “Unfair labour Practises” and enumerate the various unfair Labour practices under the Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act, 1971.

P.T.O.

3. (A) Explain the salient features of Payment of Gratuity Act, 1972 and explain the provision with regard to making nomination by an employee for the purpose of payment of gratuity in case of his death. [10]

*Or*

- (B) Define the term “Wages” and explain the provision relating to :
- (i) When is gratuity payable under the Payment of Gratuity Act, 1972 ?
- (ii) Powers of controlling authority.

4. (A) State the provisions regarding the following under Apprentices Act, 1961 : [10]

- (a) Terms and conditions contained in a contract of apprenticeship
- (b) Offences and penalties.

*Or*

- (B) What is meant by “Apprentice” under Apprentices Act, 1961 and explain the provision relating to Leave, Overtime, Health, Safety and Welfare of Apprentices ?
5. (A) Define the term “Illegal strike and Illegal lock out” and elaborate the procedure for dealing with complaints relating to Unfair Labour Practices 1971. [10]

*Or*

- (B) Elucidate briefly the procedure for fixing minimum wages under Minimum Wages Act, 1948.

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
---------------------	--

**[5566]-306**

**MPM (Third Semester) EXAMINATION, 2019**

**306 : INSTRUMENTS IN HRD**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions carry equal marks.

(ii) Answer any 1 from (a) or (b).

1. (a) Write a detailed note on HR Framework and competency based HR.

*Or*

(b) Why is there a need for measuring HR capabilities of an organization.

2. (a) Explain need, scope and design of HRD tools.

*Or*

(b) Explain individual, group and organizational processes affecting performance.

3. (a) Write a detailed note on MBTI.

*Or*

(b) Explain an detail Belbin's Team Roles.

P.T.O.

4. (a) Write a note on training, coaching and managing performance.

*Or*

(b) Write a note on designing and executing assessment and development center.

5. (a) Write notes on :

(i) Organizational Psychology

(ii) HR and Business Alignment Challenges.

*Or*

(b) Explain in detail MAO-B framework.

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
---------------------	--

**[5566]-307**

**M.P.M. (III Sem.) EXAMINATION, 2019**

**307 : PERFORMANCE MANAGEMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions are compulsory.

(ii) Each question carries **10** marks.

**1.** (A) Define Performance Management System. Explain in detail the performance management process. [10]

*Or*

(B) What is the difference between performance management and performance appraisal ? [10]

**2.** (A) Define performance planning. Explain in detail performance planning process. [10]

*Or*

(B) Explain balance score card. “How to enhance performance through balance score card” ? Elaborate the statement. [10]

**3.** (A) Explain in brief the methods of performance appraisal. [10]

*Or*

(B) “Assessment centre is a modern method to measure the performance management in the organization. Elaborate the statement. [10]

P.T.O.

4. (A) Explain in detail problems and pitfalls of performance appraisal from gathering performance information to measuring results and behaviours. [10]

*Or*

- (B) “Companies profit depends upon employee performance.” Comment on the statement by putting your views. [10]

5. (A) Define the term Reward System. Explain its components and objectives of a reward system. [10]

*Or*

- (B) Explain the linkages between performance remuneration systems with suitable examples. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
-------------	--

**[5566]-401**

**M.P.M. (IV Semester) EXAMINATION, 2019**

**401 : COMPETENCY MAPPING AND CAREER DEVELOPMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) Solve any *five* questions.

(ii) Each question carries **10** marks.

1. Define competency mapping. Why there is lots of confusion regarding its meaning and application ? Explain in detail.

*Or*

What is competency mapping ? Write in detail about competency and EVA.

2. Explain the various components of competency.

*Or*

Explain in detail about Iceberg model of competency and Operant and Respondent Traits of competency.

3. What are leadership and managerial competencies and functional or technical competencies ? [10]

*Or*

Define performance. What are the effectiveness criteria of performance ?

P.T.O.

4. Define career development. State its objectives and process.

*Or*

What is career planning ? Give reasons. Why we need to do career planning ? State the process of career planning.

5. What are the different methods used by employer to enhance employee career ?

*Or*

What are the special issues in career development ? How mentoring helps to develop career ?

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
---------------------	--

**[5566]-402**

**M.P.M. (IV Semester) EXAMINATION, 2019**  
**402 : ENVIRONMENT MANAGEMENT AND CSR**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

- N.B. :—** (i) *All* questions are compulsory.  
(ii) *All* questions carry equal marks.  
(iii) Figures to the right indicate full marks for the question.

1. (A) Discuss the meaning of pollution. Explain the sources and effects of pollution. [10]

*Or*

- (B) Explain the importance of National and International Standards for pollution control. [10]

2. (A) Describe the effect of organic pollutants on organism community. [10]

*Or*

- (B) Explain the effect of heavy metal on aquatic flora and Fauna. [10]

3. (A) What are the sources of Air Pollution ? Discuss the impact of air pollution on human being. [10]

*Or*

- (B) Write notes on : [10]

- (a) Radioactivity in atmosphere  
(b) Acid rain causes and consequences.

P.T.O.

4. (A) Discuss the classification of solid waste. Explain the factors affecting solid waste generation. [10]

*Or*

(B) Explain the various methods of segregation of solid waste. [10]

5. (A) Discuss the concept of CSR and explain the role of top management in CSR. [10]

*Or*

(B) Describe the future perspective of CSR. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
-------------	--

**[5566]-403**

**M.P.M. (Fourth Semester) EXAMINATION, 2019**

**403 : HUMAN RESOURCE INFORMATION SYSTEMS**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

- N.B. :— (i) Attempt any one question out of two.  
(ii) Write down the assumptions clearly.  
(iii) Each question carries 10 marks.**

1. “HRIS is the tool for successful implementation of HR policies in organisation.” Justify.

OR

HRIS is the tool for successful implementation of HR policies in organization”. Justify

2. Explain the life cycle of HRIS and also explain the role of HR in every phase of HRIS Life Cycle.

OR

“Role of every employee is important in the development and implementation of HRIS in the organization.” Justify.

3. Explain any two tools used in HRIS development.

OR

What are the problems in the successful implementation of HRIS in the organization.

4. Explain in detail the role of HRIS in Human Resource Planning.

P.T.O.

OR

What is computerized payroll system ? Also explain its objectives.

5. Explain the different types of computer network.

OR

What is Internet ? Explain the advantages and disadvantages of Internet.

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
---------------------	--

**[5566]-404**

**M.P.M. (IV Sem.) EXAMINATION, 2019**  
**404 : PR AND CORPORATE COMMUNICATIONS**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries **10** marks

(iv) Draw neat diagram which support your answer.

**1.** Define Public Relation. How the Public Relations Techniques and Media Play an important role in today's digital age. [10]

*Or*

How psychology of consumer is connected to concept of Public Relations ? [10]

**2.** What is budgeting ? Explain the role of PR in Budgeting. [10]

*Or*

What positive effects PR has on Labour Unions, Religious group and Media channels ? [10]

**3.** What are the elements that constitute a total corporate image and corps identity ? [10]

*Or*

What role PR has in the corporate structure, and where does PR fit in corporate structure ? [10]

P.T.O.

4. What is E-PR ? What are the various tools used in E-PR. [10]

*Or*

E-PR plays a vital role in maintaining PR skillfully during Crises Management. Explain with suitable example. [10]

5. What are the fundamentals of the successful newsletters ? What are the benefits of e-newsletters ? [10]

*Or*

What are the types of House Journals ? What are the points to consider when planning a House Journals ? [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
-------------	--

**[5566]-405**

**M.P.M. (Fourth Semester) EXAMINATION, 2019**

**405 : LABOUR LAWS—IV**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

***Instructions to the candidates:***

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

1.A. Elaborate the provision relating to Registration of Trade Union, Mode of Registration, Application of registration and Refusal to register Trade Union under The Trade Union Act 1926? **OR**

1.B. Write notes on the following under The Trade Union Act 1926:-

- i) Application and Enforcement of the Act
- ii) Power to make regulations, Penalties and Procedure
- iii) Returns of Trade Union

2.A) Elaborate the concept of Bonus under Payment of Bonus Act, and provisions relating to "Available Surplus and Allocable Surplus"? **OR**

2.B) What are the provisions under payment of Bonus Act in respect of 'Available Surplus', 'Set On & Set Off' and Minimum Bonus payable?

3. A) Write an explanatory note on "E-Governance" in the light of provisions of Information Technology Act, 2000. **OR**

3. B) Explain in detail the law regarding

- i) Digital Signature.
- ii) "Electronic Records" under Information Technology Act 2000.
- iii) Certifying authorities under IT Act, 2000

P.T.O.

4.A) Elaborate the provisions relating to Powers, Functions and Procedure of National human rights commission under The Protection of Human Rights(Amendment )Act 2006?

**OR**

4.B) Explain in detail about the provisions related Human Rights Courts and State Human Rights Commission?

5.A) Explain the provisions of minimum and maximum Bonus under the Payment of Bonus Act?

**OR**

5.B) Define the term Trade Union and Trade dispute and Discuss the Provisions related to Principal Privileges of a Registered Trade Union and its office Bearers under under The Trade Union Act 1926?

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
---------------------	--

**[5566]-406**

**M.P.M. (IV Semester) EXAMINATION, 2019**

**406 : INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All* questions are compulsory and carry equal marks.

(ii) Each question has internal option.

(iii) Figures to the right indicate full marks.

1. Explain IHRM with its nature and functional positioning. [10]

*Or*

Explain introduction of IHRM and elaborate difference between Domestic and International Human Resource Management. [10]

2. Describe strategies for overseas assignment human Resource planning, recruitment and selection. [10]

*Or*

Explain recent trends in International Staffing Human Resource outsourcing and issues in staff selection. [10]

3. What do you understand by repatriation ? Describe challenges of Re-entry repatriation process. [10]

*Or*

Discuss Performance and Appraisal of International employees. [10]

P.T.O.

4. What are objectives of International Compensation ? Explain theories of International compensation management. [10]

*Or*

Explain variable influencing of compensation. [10]

5. Discuss different key issues in International Industrial Trade Union with suitable examples. [10]

*Or*

Describe managerial strategies for labour relation in large corporation. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
---------------------	--

**[5566]-407**

**M.P.M. (IV Semester) EXAMINATION, 2019**

**407 : COLLECTIVE BARGAINING AND NEGOTIATION PROCESS  
(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

- N.B. :—**
- (i) All questions are compulsory.
  - (ii) Each question has an internal option.
  - (iii) Each question carries **10** marks.
  - (iv) Figures to the right indicate marks for the question.
  - (v) Your answers should be specific and to the point.
  - (vi) Support your answers with suitable live examples.
  - (vii) Draw neat diagrams and illustration supportive to your answer.

**1. (a)** Define the term Collective Bargaining. What are the characteristics of Collective Bargaining ? [10]

*Or*

**(b)** What is the importance of collective bargaining ? What are the essential conditions for successful functioning of collective bargaining ? [10]

**2. (a)** Discuss the critical issues of collective bargaining. Explain in the context with the Indian Industrial Relations System.[10]

*Or*

**(b)** Elaborate on the prerequisites for successful Collective Bargaining. [10]

**3. (a)** Explain the term conflict. Explain conflict-choice model of negotiation of wages setting under Collective Bargaining. [10]

*Or*

**(b)** Explain in detail Hick's analysis of wages setting under Collective Bargaining and Behavioural theory of labour negotiation. [10]

P.T.O.

4. (a) What are the levels of Bargaining ? Explain it with suitable examples with emerging scenario of Industry. [10]

*Or*

- (b) What are the different difficulties faced during the Administration and agreements in Collective Bargaining Process. [10]

5. (a) What is pe-negotiation ? What factors are involved in creating bargaining team submission of COD ? [10]

*Or*

- (b) Explain negotiation. What are the steps involved in preparing and conducting effective negotiation ? [10]

Total No. of Cases—3]

[Total No. of Printed Pages—8

<b>Seat No.</b>	
---------------------	--

**[5566]-408**

**M.P.M. (IV Semester) EXAMINATION, 2019**

**408 : CASES IN HUMAN RESOURCES**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All cases carry equal marks (*i.e.*, 25 marks).

(ii) Solve any *two* cases of the following.

**1. Case No. 1 :**

The company is professionally managed. The management team is headed by a dynamic Managing Director. He expects performance of high order at every level. It is more so at the Supervisory and Management levels. Normally the people of high calibre are selected through open advertisements to meet the human resource requirements at higher levels. However, junior-level vacancies are filled up by different types of trainees who undergo training in the company. The company offers one-year training scheme for fresh engineering graduates. During the first six months of the training, the trainees are exposed to different functional areas which are considered to be the core training for this category of trainees. By then, the trainees are identified for placement against the available or projected vacancies. Their further training in the next quarter is planned according to individual placement requirements.

P.T.O.

During the last quarter, the training will be on-the job. The trainee is required to perform the jobs expected of him after he is placed there. The training scheme is broadly structured mainly keeping in mind the training requirements of mechanical engineering graduates. Mr. Rakesh Sharma joined the company in the year 1983 after his B. Tech. degree in paint Technology from a reputed institute. He was taken as a trainee against a projected vacancy in the paints application department In MIL, the areas of interest for a trainee in Paint Technology are few. Hence, Mr. Sharma's core training was planned for the first 3 months only.

Thereafter, he was put for on-the-job training in the paints application department. He took interest and showed enthusiasm in his work there. The report from the shop manager was quite satisfactory. The performance of the trainee is normally reviewed once at the end of every quarter. The Training Manager personally talks to the trainee about his progress, strengths and shortcomings.

At the end of the second quarter, the Training Manager called Mr. Sharma for his performance review. He appreciated his good performance and told him to keep it up. A month later Mr. Sharma met the Training Manager. He requested that his training period be curtailed to 7 months only and to absorb him as an Engineer. He argued that he had been performing like a regular employee in the department for the last one quarter.

As such, there was no justification for him to be put on training anymore. Further, he indicated that by doing so, he could be more effective in the department as a regular engineer. He would also

gain seniority as well as some monetary benefits as the trainees were eligible for a stipend only. The regular employees were eligible for many allowances like conveyance, dearness, house rent, education, etc. which was a substantial amount as compared to the stipend paid to a trainee.

The Training Manager turned down his request and informed him that it was not a practice of the company to do so. He told him that any good performance or contribution made by the trainees during the training period would be duly rewarded at the time of placement on completion of one year of training. Further, he told him that it would set a wrong precedence. Quite often, some trainees were put on the job much earlier than the normal period of three quarters for several reasons.

Thereafter, Mr. Sharma's behaviour in the department became different. His changed attitude did not receive any attention in the initial period. However, by the end of the third quarter, his behaviour had become erratic and unacceptable. When he was asked by the Department Manager to attend to a particular task, he replied that he was still on training and such task shouldn't be assigned to a trainee. According to him, those jobs were meant to be attended by full-time employees and not by trainees.

The Paintshop Manager complained to the Training Manager about Mr. Sharma's behaviour and he was summoned by the Training Manager. During the discussions, Mr. Sharma complained that while all the remaining trainees were having a comfortable time as trainees, he was the only one who was put to a lot of stress and strain; the department was expecting too much from him.

He felt that he should be duly rewarded for much hardwork; otherwise, it was not appropriate to expect similar work output from him. The Training Manager tried to convince him again that he shouldn't harp on rewards as he was a trainee; his sole concern should be to learn as much as possible and to improve his abilities. He should have a long-term perspective rather than such a narrow-minded approach. He also informed him that his good performance would be taken into account when the right occasion arose.

He warned him that he was exhibiting negative attitude for which he would be viewed seriously. His demand for earlier placement was illogical and he should forget it as he had already completed 8 months and had to wait only for 4 months. He advised Mr. Sharma that the career of an individual had to be seen on a long time perspective and that he should not resort to such childish behaviour as it would affect his own career and image in the company.

Mr. Sharma apparently seemed to have been convinced by the assurance given by the Training Manager and remained passive for some time. However, when the feedback was sought after a month, the report stated that he had become more perverted. He was called again for a counselling session and was given two weeks time to show improvement.

At the end of those two weeks, the Training Manager met the Department Manager, to have a discussion about Mr. Sharma. It was found that there was absolutely no reason for Mr. Sharma to nurture a grievance on poor rewards. It was decided that he should be given a warning letter as per the practice of the company and, accordingly, he was issued a warning letter.

This further aggravated the situation rather than bringing about any improvement. He felt offended and retaliated by thoroughly disobeying any instruction given to him. This deteriorated the situation more and the relationship between the manager of the department and the trainee was seriously affected. In cases of rupture of relationship, normally the practice was to shift the trainee from the department where he was not getting along well so that he would be tried in some other department where he could have another lease for striking better rapport.

But unfortunately, in the case of Mr. Sharma, there was no other department to which he could be transferred, since that was the only department where his specialisation could have been of proper use. By the time he completed his training, he turned out to be one who was not at all acceptable in the department for placement. His behaviour and involvement were lacking. In view of this, the Department Manager recommended that he be taken out of the department.

When Mr. Sharma was informed about it, he was thoroughly depressed. One of the primary objectives of the Training Department is to recruit fresh graduates who have good potential and train them to be effective persons, in different departments. They are taken after a rigorous selection process which includes a written test, a preliminary and a final interview. During the training period, their aptitudes, strengths and weaknesses are identified.

Their placement in departments is decided primarily on the basis of their overall effectiveness there. Here is a case where the person happened to be hard-working in the beginning but turned out to be a failure in the end. The Training Manager was conscious of this serious lapse and was not inclined to recommend his termination.

But at the same time it was difficult to retain a person whose track record was not satisfactory.

He still felt that a fresh look be given into this case but he was unable to find away out. He was now faced with the dilemma whether to terminate or not to terminate Mr. Rakesh Sharma.

*Questions :*

- (1) Where did the things go wrong ?
- (2) What options are open for the Training Manager other than termination of Mr. Sharma ?
- (3) How could you put Mr. Sharma back on the right track ?
- (4) If you were at the place of Mr. Sharma, how would you react to the situation.
- (5) According to you who is responsible for the situation and why.

## **2. Case No. 2 :**

### **Case Study : HR Performance Appraisal**

Guardian Angels Logistics Ltd. is a transportation company headquartered in Bengaluru with around 130 trucks, 5 Hubs, 40 regional centres and over 250 employees spread across South and Central India. The entire operations including the transportation (loading, unloading, vehicle and driver allotment) and neet maintenance activities are controlled by a team of 15 core managers, supervised by senior HR operations managers from HQ at Bengaluru. The 15 member strong core team has abi-annual performance appraisal system. In this system, the performance of the core managers are evaluated rated and the manager with top rating is given incentives or other perks for a period of 6 months, after which the ratings are evaluated. The rating criterions are kept confidentially and are done by the senior managers.

Devyani and Kishore are part of the core management team. Devyani has been part of company for a year and has been having an impeccable record since beginning of the year, with perfect attendance and duty record. She has handled all the routine operations without any flaws and has maintained the top position in the performance appraisal ratings which she lost by meagre margins in previous year.

Kishore on the other hand, is a newly recruited, not-so-perfect employee, with multiple late entries, some flaws in handling routine affairs. His position in the performance ratings has been behind that of Devyani. However, Kishore had handled some crisis situations (unexpected happening such as accidents and other emergencies) meticulously and has saved company from almost negative fates. When the performance appraisal ratings were announced, Kishore bagged the top position and got incentives and perks for the next 6 months. This did not go well with Devyani. "I was here everyday without fail and has given so much for the company. Yet they think some lazy fellow deserves better than me. May be its because I am a women ! I cannot continue here any more, I am leaving !"

Devyani immediately penned down her resignation letter accusing her seniors of bias and mailed it to her CEO.

*Questions :*

- (1) Assuming the position of senior HR manager, supervising the core management team, how would you handle the situation.
- (2) What do you think is the problem in the company ? What all changes would you suggest ?

### 3. Case No. 3 :

Mr. Sandeep Kumar is the Administrative Manager of the ABC Company. It is a medium sized company. Mr. Sandeep Kumar had been working in that company for 10 years as a Secretary and Chief Accountant. His record was excellent. Recently, he has been selected as the Administrative Manager. This new post was created a year ago. As a result of this change, the output of his work in the office dropped considerably and morale became low. There was an alarming increase in the staff turnover. To study the situation, the Managing Director engaged a consultant. The report of the consultant while praising the expert knowledge of Mr. Sandeep Kumar, on any technical aspect of office administration pointed out his incapability especially in dealing with people. Surprisingly, Mr. Sandeep Kumar enjoyed much popularity of the senior executive of the company. He owned their esteem of his valuable services as a manager. They were very much worried over the capabilities of Mr. Sandeep Kumar in dealing with people. They were helpless.

#### *Questions :*

- (i) What is the real cause of the problem ?
- (ii) What can be done to rectify the situation considering Mr. Sandeep Kumar's value to the company ?
- (iii) What kind of training you would like to suggest for Mr. Sandeep Kumar to increase his effectiveness in dealing with people ?
- (iv) Give a suitable title to the case.
- (v) Do the SWOT analysis of case.