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[5166]-101

MPM (First Semester) EXAMINATION, 2017

101 : PRINCIPLES AND PRACTICES OF MANAGEMENT

(2013 PATTERN)

Time : 2.5 Hours

Maximum Marks : 50

N.B. :— (i) *All* questions are compulsory and has an internal option.
(ii) Each question carries **10** marks.

1. What is Management ? Explain its concept, definition, need and scope. [10]

Or

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

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

Or

Discuss Globalization and its effects on Management. [10]

3. Mention the different School of Management and their contribution in the Field of Management. [10]

Or

Point out the distinctive contribution of Taylor to the theory of Management. Why Taylor is regarded as the Father of Scientific Management ? [10]

P.T.O.

4. Write notes on : [10]

(a) Centralization and Decentralization

(b) Manpower Planning Process.

Or

Discuss the relationship between “Planning” and “Control”. [10]

5. Decision-Making is critical to success of any business organization. Discuss. [10]

Or

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

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[5166]-102

M.P.M. (HRD) (First Semester) EXAMINATION, 2017

102 : ORGANISATIONAL BEHAVIOUR

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) Each question has an internal option.

1. (a) Explain foundations of OB and discuss how does OB help in ensuring organizational effectiveness ?

Or

(b) Explain the theoretical frameworks of OB and support them with relevant example.

2. (a) What is perception ? “Employee perception plays an important role towards organization’s growth.” Explain.

Or

(b) Explain the meaning of personality and discuss its various determinants with reference to personality development.

3. (a) Define Group. Explain the five stage model of group development.

Or

(b) What is team ? Explain the process of team building.

P.T.O.

4. (a) What is organizational culture ? Explain the importance of organizational culture.

Or

(b) Critically examine the concept of organizational spirituality.

5. (a) Write a detailed note on Kotters Eight step plan for implementing change.

Or

(b) “There is always a resistance to change.” How can you overcome on resistance to change as a manager ?

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[5166]-103

M.P.M. (First Semester) EXAMINATION, 2017

103 : ECONOMICS FOR HUMAN RESOURCE MANAGEMENT

(2013 PATTERN)

Time : 2.30 Hours

Maximum Marks : 50

- N.B. :—** (i) *All* questions carry equal marks.
(ii) Draw neat diagrams wherever necessary.
(iii) Figures to the right indicate full marks.
(iv) Attempt any *five* questions.

1. Explain firms and market demand for labour. Discuss the importance of hiring from alternative skill sets. [10]

Or

Discuss the concept of Labour Legislation and its impact on supply of labour. [10]

2. Explain the factors influencing wage determination. [10]

Or

Discuss the considerations behind wage setting. [10]

3. Explain the meaning of straight and variable pay. How is motivation affected by variable pay ? [10]

P.T.O.

Or

Why compensation scheme needs to be designed for older employees ?

4. How to design incentive for retaining critical workers ? [10]

Or

Describe the impact and changes in Labour mobility after 1991 LPG policy. [10]

5. Write a detailed note on factors influencing employee discrimination. [10]

Or

Explain the reactions of Employers for law against discrimination. [10]

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[5166]-104

M.P.M. (First Semester) EXAMINATION, 2017

104 : HUMAN RESOURCE MANAGEMENT

(2013 PATTERN)

Time : Three Hours

Maximum Marks : 50

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

(ii) Each question carries equal marks.

1. (a) Define HRM. What are its objectives and functions ?

Or

(b) “Personnel policies and principles contribute to the effectiveness, continuity and stability of the organisation.” Give your view points.

2. (a) What is employee referral program ? State the pros and cons of employee referral program.

Or

(b) Draft job description for marketing manager-product marketing.

3. (a) Why training does not yield expected results ? How do you overcome them ?

P.T.O.

Or

(b) What is career planning and career development ? What are the benefits of career development ?

4. (a) What do you understand by employee remuneration ? What are the factors influencing the wage and salary structure of a firm ?

Or

(b) Frame a incentive scheme for professional employees of IT firm.

5. (a) What is IR ? Explain the role of HR Manager in establishing IR.

Or

(b) Explain the concept collective bargaining. How does it help in maintenance of industrial peace ?

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[5166]-105

M.P.M. (First Semester) EXAMINATION, 2017

105 : LABOUR LAW—I

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

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

1. (A) Define Manufacturing process and explain how it is important in defining factory.

Or

(B) What are the health provisions prescribed by Factory Act, 1948 ?

2. (A) What are the objectives of Payment of Wages Act ? Explain “Fine” as authorized deduction under Payment of Wages Act, 1936.

Or

(B) Define wages and explain any *five* authorized deductions under Payment of Wages Act.

3. (A) Explain the following terms under Industrial Employment Standing Order Act :

(1) Posting of standing order

(2) Model standing order.

P.T.O.

Or

(B) Explain provisions for offences, penalties and procedure under Industrial Employment Standing Order Act.

4. (A) What are the provisions relating to “Theaters” under Bombay Shops and Establishment Act 1948 ?

Or

(B) Explain Health and Safety provisions under Bombay Shops and Establishment Act, 1948 with suitable example.

5. Write short notes on (any *two*) (5 marks each) :

(A) Need of Labour Legislation

(B) Factory Inspector

(C) Wage period and Time of payment of wages

(D) Provisions relating to shops.

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[5166]-201

M.P.M. (II Sem.) EXAMINATION, 2017

201 : LABOUR WELFARE

(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 the development of labour welfare. What is the impact of ILO on labour welfare in India ? [10]

Or

(b) Define labour welfare. Give the objectives and principles of the existence of labour welfare.

2. (a) Distinguish between personnel manager and welfare officer. [10]

(b) Discuss the qualifications essential for labour welfare officer. What are the functions of labour welfare officer ?

3. (a) Does the trade unions and NGOs extend a helping hand towards the labour welfare activities in various sectors of industry ? [10]

(b) What is the approach and practice of the government towards labour welfare in various sectors of industry ?

P.T.O.

4. (a) Productivity and integration are linked with workers participation in management. Comment. [10]
- (b) Discuss the significance of labour welfare measures with respect to education and training of labour.
5. (a) Explain the functioning of Maharashtra Welfare Board. [10]
- (b) Write short notes on (any *two*) :
- (i) Social security
- (ii) Industrial hygiene
- (iii) Bombay Labour Welfare Fund Act, 1953.

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[5166]-203

M.P.M. (Second Semester) EXAMINATION, 2017

203 : INDUSTRIAL RELATION

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) *All* questions carry equal marks.

1. Define Industrial Relation. Explain the factors and actors of Industrial Relation.

Or

Explain the characteristics, importance and scope of industrial relations.

2. What is Trade Union ? Explain the types and structures of trade union.

Or

Explain the functions and problems of trade union.

3. What are the causes and cures of Industrial Disputes ?

Or

What are the machineries to solve Industrial Dispute under Industrial Dispute Act, 1947 ?

4. What is worker's participation in management ? Explain the level of participation.

P.T.O.

Or

Explain the importance of workers participation in management.

5. What is Collective Bargaining ? Explain the process of collective bargaining.

Or

Explain the role of Personnel Manager in establishing industrial relations in an organisation.

Total No. of Questions—5]

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[5166]-204

M.P.M. (Second Semester EXAMINATION, 2017

204 : TRAINING AND DEVELOPMENT

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) *All questions carry equal marks.*

1. Define training. Explain the objectives and importance of training.

Or

Explain the functions of training development in detail.

2. Explain the process of training in detail.

Or

What are the techniques to identify training needs ?

3. What are techniques of training ?

Or

Explain the importance of training for leadership and training for trainer.

4. Explain CIRO model of training evaluation.

Or

What is training evaluation important ? What are the ways to evaluate training programme ?

P.T.O.

5. Explain various training Aids with its advantages and disadvantages.

Or

Write short notes on (any *two*) :

- (a) E-learning
- (b) Distance learning
- (c) CBT

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[5166]-205

M.P.M. (II Semester) EXAMINATION, 2017

205 : LABOUR LAWS—II

(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 following terms under Provident Fund Act 1952 :
- (i) Eligibility for membership
 - (ii) Contributions
 - (iii) Objectives.

Or

- (b) Under what circumstances can an employee withdraw the entire amount from his provident fund and explain Employees' Provident Fund Scheme ?

2. (a) How is an Employee Insurance Court constituted under ESI Act ? Enumerate the matters to be decided by such a court ?

Or

- (b) Discuss in brief the provisions of ESI Act, 1948 regarding the adjudication of disputes and claims ?

3. (a) Define the term "Industrial Dispute". State powers and duties of authorities appointed under Industrial Disputes Act.

P.T.O.

Or

(b) What do you mean by retrenchment ? State when a worker can be retrenched and the procedure for retrenchment ?

4. (a) Explain the following provisions under Maternity Benefit Act, 1961 :

(i) Maternity benefit on death of a woman

(ii) Leave for miscarriage

Or

(b) Explain objectives, scope and salient features of Maternity Benefit Act, 1961.

5. (a) Explain the provisions related to powers of inspectors and nursing breaks under Maternity Benefit Act, 1961.

Or

(b) Explain the following provisions under Maternity Benefit Act, 1961 :

(i) Cognizance of offences

(ii) Penalty available under the Act.

Total No. of Questions—5]

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[5166]-206

M.P.M. (Second Semester) EXAMINATION, 2017

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) What do you mean by 'Financial Intelligence'. How is it important for a human resource manager to be financially intelligent ?

Or

(b) Why is there need of finance for HR Professionals. How HR Manager evaluate company critically.

2. (a) Explain the concept and importance of Income statement in detail.

Or

(b) Explain the following concepts in detail :

(1) Operating Expenses

(2) Goodwill

(3) Fiscal year

(4) Capital.

3. (a) Define Balance Sheet. Explain various categories of Assets used in Balance Sheet.

P.T.O.

Or

(b) Human Resources are Assets not a Liability. Do you agree with this statement ? Comment.

4. (a) What is Financial Transparency ? Explain various ways to ensure Financial Transparency.

Or

(b) Define Financial Literacy. State strategies to create financial literacy in HR Dept.

5. (a) What is cash flow statement. Draw the format of cash flow statement.

Or

(b) Explain advantages of Balance Sheet. Draw the format of Balance Sheet.

Total No. of Questions—5]

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[5166]-207

M.P.M. (Second Semester) EXAMINATION, 2017

207 : Quality Management

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) *All* questions carry equal marks.

1. Explain various processes of QMS. What are the benefits of TQM ? [10]

Or

Explain the concept and importance of QMS in detail. [10]

2. What is six sigma ? Explain the steps involved in implementing six sigma. [10]

Or

Explain in detail concept of six sigma and the benefits derived from it. [10]

3. Explain the importance of ISO and the various benefits of its implementation. [10]

Or

Explain various certification series under ISO in detail. [10]

P.T.O.

4. Explain the concept, definition and processes of Kaizen. [10]

Or

What are the principles of Kaizen implementation ? Explain basic tools for Kaizen activities. [10]

5. Explain the concept and various benefits of 5S. [10]

Or

5S methodology is a part of everybody's business. Comment.

[10]

Total No. of Questions—5]

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[5166]-301

MPM (Third Semester) EXAMINATION, 2017

301 : STRATEGIC HUMAN RESOURCE MANAGEMENT

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

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

1. Explain in detail Business and Corporate Strategies. [10]

Or

Define the term SHRM. Explain SHRM Evolution in detail.

2. Write notes on the following :

(a) Workforce Diversity

(b) Down-Sizing.

[10]

Or

(a) Equal employment opportunity

(b) Employee Relation.

3. Write notes on the following :

(a) Executive Education

(b) Employee Involvement.

[10]

P.T.O.

Or

- (a) E-Recruiting
- (b) Head-hunting.

4. Explain the term learning organisation and ROI Approach. [10]

Or

- (a) Multi-Skilling
- (b) Cross-Cultural Training.

5. Enumerate behavioural issues in strategic implementation. [10]

Or

Write notes on :

- (a) Employee Morale
- (b) Matching Culture with Strategy.

Total No. of Questions—5]

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[5166]-302

M.P.M. (Third Semester) EXAMINATION, 2017

302 : ORGANISATIONAL DEVELOPMENT

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

- N.B. :—** (i) Figures to the right indicate full marks.
(ii) All questions carry equal marks.
(iii) Your answers will be valued as a whole.
(iv) All questions are compulsory.

1. (a) Describe the importance and evolution of organisation development. [10]

Or

(b) Define organisation development. Briefly outline the contributions made by Robert Tanenbaum and McGregor in the field of organisation development. [10]

2. (a) Elaborate the systems theory in organisation development. [10]

Or

(b) Describe importance of parallel learning structure in organisational development. [10]

3. (a) Underline the importance of Designing interventions in organisational development. [10]

P.T.O.

Or

(b) Discuss the importance of managing the change in organisational development. [10]

4. (a) Discuss the various aspects of team development. [10]

Or

(b) Discuss organisation process approaches. [10]

5. (a) Explain the importance of employee involvement in the process of organisational development. [10]

Or

(b) Briefly describe the need and importance of restructuring organisations. [10]

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[5166]-303

M.P.M. (Third Semester) EXAMINATION, 2017

303 : COMPENSATION MANAGEMENT

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) Each question carries equal marks.

1. (A) What is Compensation Management ? Discuss the various types of executive compensation. [10]

Or

(B) Explain the term Wages. What are the various theories of wage determination ? [10]

2. (A) What is the meaning of term 'Labour Turnover' ? What are its causes ? Discuss the various measures taken to control 'Labour Turnover'. [10]

Or

(B) What do you understand by Labour productivity ? Explain determinants of Labour productivity. [10]

3. (A) Explain the characteristics of well designed wage incentive plan briefly. [10]

P.T.O.

Or

(B) Explain the terms Salary and Wages. What are the components of wages ? [10]

4. (A) What are the various components of pay structure ? [10]

Or

(B) What are the factors to be considered for designing sound wage incentive scheme ? [10]

5. (A) Discuss the various components of employee benefits and its tax obligations. [10]

Or

(B) What are the various statutory employee benefits given in India ? [10]

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[5166]-304

M.P.M. (Third Semester) EXAMINATION, 2017

304 : H.R. BEST PRACTICES

(2013 PATTERN)

Time : Three Hours

Maximum Marks : 50

N.B. :— (i) Attempt *All* questions.

(ii) Figures to the right indicate full marks.

1. (a) Define organizational sustainability. Explain various challenges for organizational sustainability faced by H.R. department. [10]

Or

- (b) Genfox Pharmaceutical Co. is a fast-emerging global pharmaceutical with its production capabilities located in 3 countries and markets across nearly 21 countries. Company was known for its outstanding practices in I.R. and was having harmonious industrial relations. Labour turnover rate was 4%, which was well within the industry average of 7%.

Because of this 4% labour turnover, rate, which was a good indicator of Company's Performance. G.M. (H.R.) was strongly resisting H.R. Accounting process to be carried out in the organization.

P.T.O.

Questions :

- (i) Do you justify view of G.M. (H.R.) ? If 'yes', why ? If 'no' then why not ?
- (ii) According to you what could be the other reasons of resistance by G.M. (H.R.). [10]

- 2.** (a) Define Knowledge Management. Explain role played by H.R. in developing Knowledge Management System. [10]

Or

- (b) "H.R. score card helps in giving strategic advantage of H.R. function." Comment. [10]

- 3.** (a) With the increased labour turnover rate in past 2 year, a company Soft-Tech Technologies, decided to carry out H.R. Audit in the areas :

- (i) Training and Development
- (ii) Employee Hiring
- (iii) Employee Engagement and
- (iv) Compensation Management.

As a H.R. expert, prepare a list of questions (checklist) to help H.R. Auditor in identifying weak areas, if any, in the above mentioned areas. [10]

Or

- (b) Write short notes on : [10]
- (i) Disadvantages of Balanced Score Card
 - (ii) Types of knowledges in K.M.
4. (a) Define H.R. Audit. Explain various objectives of H.R. Audit. [10]

Or

- (b) Define H.R. Accounting. Explain various benefits of carrying out H.R. Accounting at workplace. [10]
5. (a) What is workforce score card ? What are its advantages and disadvantages ? [10]

Or

- (b) Explain in detail various types of Knowledge Management Systems Present in the organization. [10]

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[5166]-305

M.P.M. (Third Semester) EXAMINATION, 2017

305 : LABOUR LAWS—III

(2013 PATTERN)

Time : 2.30 Hours

Maximum Marks : 50

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

(ii) *All questions carry equal marks.*

1. (A) Define the term “Cost of living Index” and explain the provisions relating to Exemption of liability of employer in certain cases under Minimum Wages Act, 1948.

Or

(B) Define “Wages” and discuss the provisions of Minimum Wages Act, 1948 relating to composition of Advisory Board and Central Advisory Board.

2. (A) 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.

Or

(B) Define the term “Illegal Strike and Illegal lockout” and elaborate the procedure for dealing with complaints relating to Unfair Labour Practices.

P.T.O.

3. (A) (a) When is gratuity payable under the Payment of Gratuity Act, 1972 ?

(b) When may gratuity be forfeited ?

Or

(B) Discuss the provisions of Payment of Gratuity Act and explain when the worker is not eligible to get gratuity.

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

(i) Novation and Termination of contract of Apprenticeship

(ii) Offences and penalties.

Or

(B) State the obligations of the employer and those of the Apprentices under the Apprentices Act, 1961.

5. (A) What is the procedure for fixation or revision of Minimum wages under the Minimum Wages Act, 1948 ?

Or

(B) Discuss the provisions relating to obligations and Rights of Recognized Union under the Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act, 1971.

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[5166]-401

M.P.M. (IV Sem.) EXAMINATION, 2017

401 : COMPETENCY MAPPING AND CAREER DEVELOPMENT

(2013 PATTERN)

Time : Two Hours

Maximum Marks : 50

N.B. :— (i) Answer *All* questions.

(ii) *All* questions carry equal marks.

1. (a) Why is competency popular in today's world ? [10]

Or

(b) Define 'competency' and 'competency mapping' using suitable illustrations. [10]

2. (a) How do the Delphi technique and the 360° feedback methods help in identifying competencies ? [10]

Or

(b) How is the iceberg model helpful in understanding hidden skills ? [10]

3. (a) Explain the process of competency mapping with the help of a suitable diagram. [10]

Or

(b) Classify different categories of competencies based on their nature, importance and relevance. [10]

P.T.O.

4. (a) Outline the theoretical foundations of career development and state its definition. [10]

Or

- (b) Elaborate the objectives and process of career planning. [10]

5. (a) What are the various methods used by the employer to enhance employee career ? [10]

Or

- (b) Explain special issues in carrer development. [10]

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[5166]-403

M.P.M. (Fourth Semester) EXAMINATION, 2017

403 : HUMAN RESOURCE INFORMATION SYSTEM

(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 *ten* marks.

1. (a) Explain in brief Management Information System and Executive Information System. [10]

Or

(b) “HRIS is the tool for successful implementation of HR policies in organization”. Justify [10]

2. (a) Explain the life cycle of HRIS and also explain the role of HR in every phase of HRIS. [10]

Or

(b) Explain the HRIS planning. [10]

3. (a) Explain the various tools in HRIS development. [10]

Or

(b) Explain in detail implementation of HRIS in the organization. [10]

P.T.O.

4. (a) Define compensation. State the various factors affecting compensation. [10]

Or

(b) State the various determinants of Industrial Relations. [10]

5. (a) What is Internet ? Explain the advantages and disadvantages of Internet. [10]

Or

(b) Explain the importance of Information Technology in HRIS. [10]

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[5166]-404

MPM-II (Fourth Semester) EXAMINATION, 2017

404 : PR & CORPORATE COMMUNICATION

(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.

1. (a) Explain various PR Tools & Techniques with suitable
examples. [10]

Or

(b) How PR department is structured ? Design policy for PR
department. [10]

2. (a) It is a skill to handle PR Problems at Organization success
depends on it. Discuss. [10]

Or

(b) What are the important elements while preparing PR
Budget ? Explain any PR Budget example. [10]

3. (a) What are the elements that constitute in total Corporate
Image ? [10]

P.T.O.

Or

- (b) Write short notes on :
- (i) Corporate Image [5]
 - (ii) Corporate Identity [5]
4. (a) What is E-PR ? Explain the tools used in E-PR. [10]

Or

- (b) Website plays important role for any organization to maintain its PR. Elaborate with suitable example. [10]
5. (a) Explain different types of House Journals. [10]

Or

- (b) Newsletter contributes in Organizational Growth. Justify. [10]

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[5166]-405

M.P.M. (IV Semester) EXAMINATION, 2017

LABOUR LAWS—IV

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) Figures to the right indicate full marks.

1. What is Trade Union ? Explain the grounds on which registrar can refuse or cancel the registration of Trade Union. [10]

Or

Which types of funds can recognized trade union raise ? What are the objects on which funds can be used ?

2. Define the concept Accounting Year and Direct Tax under Payment of Bonus Act. Discuss the provision of "Time Limit" and "Recovery of Bonus". [10]

Or

Elaborate the principles for computation of Bonus. Discuss the eligibility and disqualification of employee to get Bonus.

3. Explain the constitution of State Human Rights Commission. Discuss the provision related to appointment, resignation and removal of member. [10]

Or

Enlight the function and powers of commision for conducting inquiry under The Protection of Human Rights (Amendment) Act, 2006.

P.T.O.

4. Explain the provision for DSC (Digital Signature Certificate) stated under I.T. Act, 2000 with reference to : [10]

- (i) Application for license
- (ii) Renewal of license
- (iii) Issue and grant or refuse of license.

Or

Discuss the provisions stated in I.T. Act, 2000 with reference to :

- (a) Issue of Digital Signature Certificate.
- (b) Suspension of Digital Signature Certificate.

5. Write short notes on : [10]

- (a) Rights and privileges of registered trade union.
- (b) Exempted employee under Payment of Bonus Act.

Or

Write short notes on : [10]

- (a) Wages under Payment of Bonus Act.
- (b) Reports of Commission.

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[5166]-406

M.P.M. (IV Semester) EXAMINATION, 2017
INTERNATIONAL RM (406)
(2013 Pattern)

Time : Three Hours

Maximum Marks : 50

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

(ii) Each question has an internal option.

(iii) Each question carries 10 marks.

1. (a) Define International HRM. What are the differences between Domestic and International HRM. [10]

Or

(b) Outline the various approaches to international staffing ? [10]

2. (a) Explain in detail model of International HRM. [10]

Or

(b) What are the stages a firm typically goes through as it grows internationally and how does each stage affect the HR function. [10]

3. (a) Who are expatriates ? What are the most important factors involved in the selection of International staff ? [10]

Or

(b) What are some of the challenges faced in training expatriate managers ? [10]

P.T.O.

4. (a) What are various key considerations a multinational firm must consider while deciding International compensation. [10]

Or

(b) What are various aspects to be included in appraisal of International employees. [10]

5. (a) How have trade unions responded to multinationals ? Have these responses been successful ? [10]

Or

(b) What are various key issues in International Industrial Relations. [10]

Total No. of Questions—5]

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[5166]-407

MPM-II (Fourth Semester) EXAMINATION, 2017

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 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.

1. (A) Explain the Collective Bargaining. State the levels of Bargaining. [10]

Or

(B) Define Collective Bargaining and elaborate on the Perquisite for Successful Collective Bargaining. [10]

P.T.O.

2. (A) Discuss the critical issues of collective bargaining. Explain in the context with the Indian Industrial Relations System.

[10]

Or

- (B) Explain Hick's analysis of wages setting under Collective Bargaining.

[10]

3. (A) Explain the difficulties in Bargaining Process and Administration of Agreements.

[10]

Or

- (B) Explain the Behavioral Theory of Labour Negotiation.

[10]

4. (A) Explain the Pre-Negotiation Steps and Preparing the Charter of Demand.

[10]

Or

- (B) Define Negotiation. Explain the importance of effective Negotiation ?

[10]

5. (A) Explain the Grievance management and problems faced at the Post-Negotiation ?

[10]

Or

- (B) State the Methodology of Negotiation and advantages

[10]

Total No. of Cases—3]

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[5166]-408

M.P.M. (Fourth Semester) EXAMINATION, 2017

408 : CASES IN HR

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

Case 1

Granites Ltd. is a 17 years old 50 crore turnover marble manufacturing public limited company employing about 700 workers and 150 staff. All the workers are unionized. Polishing of marble stones is the most skillful production job in the company. The company bought a new polishing machine and trained its existing polishing workers. One of the existing workers was put on the new machine and his vacancy needed to be filled in. There was an agreement with the union of workers that any vacancy will be filled in alternatively- once from within i.e. the relatives, friends and known persons of existing workers and second from outside i.e. open advertisement etc. As for filling in vacancy from within, there would be a committee consisting of 2 representatives of management and 2 representatives of workers.

P.T.O.

This vacancy was decided to be filled from within and applications were invited. Total 38 applications were received. The committee was constituted. The committee scrutinized the applications, conducted written test and oral interview and finally recommended 2 candidates to management leaving the choice to management to select one out of the two. Committee said both the candidates were more or less equally well. Company selected one of the two based upon who was his relative in the company and his record. The candidate joined. But within 15 days that candidate resigned for personal reasons. The vacancy was created once again. This time the management decided to fill in the vacancy from outside and started the process. At this time the second candidate came forward and claimed that the two candidates were more or less equally well and hence he should be employed if the first candidate resigned. Management replied that what was decided that the vacancy will be filled alternatively and this time it is the turn of management. The union obviously stood behind the candidate. Management was firm on their stand.

Questions :

- (i) Why do you feel management was right in their decision ?

(ii) why do you feel union and candidate were right in their stand ?

(iii) What steps you will advise to management to avoid any such situation in future ?

Case 2 :

"My Money" is a flourishing financial services organization with an excellent reputation. It employs around 2,000 people, 1,500 of whom work within the 150 branches across Canada, while the remaining 500 are employed at the company's head office.

To prepare to meet the anticipated shortage of branch managers due to massive retirements within the next five years, the human resources department decided to set up an annual management trainee development program. The success of this program is essential for the company to be able to satisfy its future needs for qualified human resources.

The goal : At the end of each 12-month program, which begins in January (one program per year for 10 trainees over a five-year period), the trainees will be promoted to the position of assistant to the branch manager and paired with a manager who plans to retire in the not-too-distant future (a horizon of 24 months or less).

You are the human resources professional that has been

assigned to this project. You established the following five major steps :

- (i) Internal and external recruitment of a cohort of 10 high-potential trainees, once a year for the next five years;
- (ii) Development of a training program for all branch managers;
- (iii) Development of a training program for trainees;
- (iv) Development of a welcome and integration program for trainees;
- (v) One-on-one follow-up meetings with trainees, every six weeks.

Your first follow-up interviews indicate that the project is attaining its objectives: the trainees are developing according to plan. Towards the second quarter, you realize that the project isn't going as well as it should and that the trainees aren't making any progress. They complain that on a day-to-day operational basis the managers treat them just like all the other branch employees and that they are no longer learning anything. On the other hand, according to information you received informally, some managers say they are snowed under with their own work and are also constantly being contacted by their regional manager about other projects, including their annual objectives, which are determined in January of each year. As a result, they have little if any time to devote to their trainee.

You are aware of the importance of this program for the company and the human resources department.

- (i) Identify the program's strengths and weaknesses.
- (ii) Given the context, what steps should you immediately take to ensure your project's success ?

Case 3

There is a small but rapidly growing regional bank with 8 location. It was facing considerable pressure from larger competitors in securing new accounts. The bank has hired a team of 18 customer Service Representatives (CSRs) to improve productivity and sales.

It was observed that the CSRs had interactions with customers in the bank, but it was discovered that there were numerous missed opportunities to up-sell and cross-sell customers. A simple graphic was created that showed the full range of the bank's products and trained the CSRs to use the graphic along with a specific script for each customer encounter.

The graphic would show the products a client already utilized and offered a CSR the opportunity to engage a customer on higher-end products.

The tool became so successful that customers would often walk in several weeks later carrying the graphic and asking about specific products. It also implemented a system for tracking sales encoun-

ters, closing ratios, number of up-sells, and number of cross-sells. Finally, the bank was advised to implement a financial reward system to compensate the CSRs for their successes.

- (i) What was the problem with the bank ?
- (ii) How was it advised to improve the productivity and sales of its Customer Service Representatives ?
- (iii) Explain the need to implement financial reward system for CSRs.