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[5366]-11

M.P.M. (First Sem.) EXAMINATION, 2018

PRINCIPLES AND PRACTICES OF

MANAGEMENT AND OB

(2008 PATTERN)

Time : Three Hours

Maximum Marks : 70

N.B. :— (i) Question No. 1 is compulsory.

(ii) Attempt any *five* from the remaining.

1. (a) Explain management theory proposed by F.W. Taylor. [10]
(b) Explain definition, scope and importance of Organization Behaviour. [10]
2. Explain levels of management and functions of management. [10]
3. Define Motivation. Explain importance of motivation in order to increase productivity. [10]
4. What is Planning ? Why is it called foundation of all other management functions ? Explain. [10]
5. Explain any *two* models of OB. [10]

P.T.O.

6. Explain organizing along with its principles. [10]
7. Define stress management along with its causes. [10]
8. Write short notes on : [10]
- (a) Decision-making
 - (b) Morale.

Total No. of Questions—7]

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[5366]-12

M.P.M. (Semester I) EXAMINATION, 2018
(103) – INDUSTRIAL AND LABOUR ECONOMICS
(2008 PATTERN)

Time : Three Hrs.

Maximum Marks : 70

N.B. :— (i) Attempt any 5 questions.

(ii) All questions carry equal marks.

1. What is 'Industrial Economics' ? Discuss relationship of industrial development with economic development.
2. Explain the concept of wage differential and causes leading to wage differentials.
3. Critically evaluate achievements and failures of private sector enterprises in India.
4. What is labour market ? Describe various features of Indian labour market.
5. Explain Weber's theory of industrial location with its critical evaluation.

P.T.O.

6. What are the sources of industrial finance in India ?

7. Write notes on (any 2) :

(a) Services Sector in India

(b) IRDP

(c) Problems of female labour

(d) Industrial Policy of 1991.

Total No. of Questions—5]

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[5366]-13

M.P.M. (First Semester) EXAMINATION, 2018

103 : HUMAN RESOURCE MANAGEMENT

(2008 PATTERN)

Time : Three Hours

Maximum Marks : 70

N.B. :— (i) Q. No. 1 is compulsory.

(ii) Answer any *three* from the remaining.

1. (A) Explain the following concepts : [15]
 - (a) Induction
 - (b) Ethics of performance appraisal
 - (c) Retirement.(B) Explain the role of an HR manager in an organisation. [10]
2. Differentiate between Personnel and Human Resource Management. [15]
3. How the training programs are evaluated ? Explain any *one* method. [15]
4. Explain the concept of job evaluation. Explain any *one* method of job evaluation. [15]

P.T.O.

5. Write notes on (any *two*) :

[15]

- (a) TQM
- (b) Collective Bargaining
- (c) Layoff
- (d) Process of Selection.

Total No. of Questions—7]

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[5366]-14

MPM (Semester I) EXAMINATION, 2018

INDUSTRIAL PSYCHOLOGY

(2008 PATTERN)

Time : Three Hours

Maximum Marks : 70

N.B. :— (i) Answer any *four* questions from Q. No. 1 to Q. No. 6.

(ii) Question No. 7 is compulsory.

1. Explain the nature, importance and scope of Industrial Psychology.
2. Why people differ from each other ? Explain in context of individual differences.
3. How can “Job Satisfaction” be measured ? Discuss the steps taken by organisations to improve job satisfaction.
4. Give a brief outline of various psychological tests applied in various industries.
5. Explain the concept of Group Dynamics. Explain the problems and prospectus of working in groups.

P.T.O.

6. Explain the concept of Male Female Psychology with special reference to productivity and efficiency.
7. Write short notes on (any *two*) :
- (a) Reliability and validity of Psychological tests
 - (b) Role of Industrial Psychologist
 - (c) Quality of worklife and mental health
 - (d) Job analysis and Job psychograph.

Total No. of Questions—6]

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[5366]-15

M.P.M. (First Semester) EXAMINATION, 2018

105 : LABOUR LAW-I

(2008 PATTERN)

Time : Three Hours

Maximum Marks : 70

N.B. :— (i) Q. No. 1 is compulsory.

(ii) Solve any *three* out of the remaining.

(iii) Figures to the right indicate full marks.

1. (a) Define 'Industrial Dispute'. State powers and duties of authorities under Industrial Disputes Act. [10]
- (b) Explain the provisions for 'Strikes and Lock-outs' under Industrial Disputes Act. [10]
- (c) Elaborate principles of Natural Justice. [5]
2. Write a note on modification and procedure for certification of standing orders under Industrial Employment (Standing Orders) Act, 1946. [15]
3. Explain detailing about Unfair Labour Practices on the part of employer under Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practices Act. [15]

P.T.O.

4. Explain rights of unrecognised trade unions. What are the obligations of recognised trade unions ? [15]
5. "Hospitals are not covered under the Provisions of Industrial Disputes Act." Explain. [15]
6. Write short notes on (any *three*) : [15]
- (i) Lay off and retrenchment
 - (ii) Closure
 - (iii) Objectives of MRTV and PULP Act
 - (iv) Objectives of Employment (Standing Orders) Act.

Total No. of Questions—7]

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[5366]-21

MPM (Second Semester) EXAMINATION, 2018

201 : LABOUR WELFARE AND INDUSTRIAL HYGIENE

(2008 PATTERN)

Time : Three Hours

Maximum Marks : 70

N.B. :— (i) Question No. 1 is compulsory.

(ii) Attempt any *three* from the remaining.

1. (a) Distinguish between welfare and productivity. Discuss the interrelationship between them. [15]
- (b) Discuss the problem of rising urbanization in developing countries due to rapid industrialization and its impact on Social Health. [10]
2. State and explain the objectives of WPM. What are the difficulties in implementation of Workers Participation in Management in India ? [15]
3. Describe in detail about corporate social responsibility. Explain role of Indian Industries for its effective implementation. [15]
4. Explain the role of Government and Union in Labour Welfare. [15]

P.T.O.

5. Describe the welfare, safety and health provisions under the Plantation Labour Act, 1951 and Factories Act, 1948. [15]
6. Explain the conditions of employment of Labour welfare officer under Maharashtra Welfare Officer Rules 1966. [15]
7. Write short notes on (any *three*) : [15]
- (a) Industrial social work
 - (b) Workers' education
 - (c) Social health
 - (d) Urbanization
 - (e) Social Security.

Total No. of Questions—6]

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[5366]-22

M.P.M. (II Semester) EXAMINATION, 2018

202 : STATISTICAL TECHNIQUES AND RESEARCH METHODOLOGY

(2008 Pattern)

Time : Three Hours

Maximum Marks : 70

N.B. :— (i) Q. No. 1 is compulsory. Attempt any *three* from the remaining.

(ii) Wherever required draw rough sketches, graph paper will not be supplied.

(iii) Figures to the right indicate full marks.

1. (a) Draw histogram and frequency curve from the following data :

Class Limits	Frequency	
0–10	12	
10–20	23	
20–30	32	
30–40	45	
40–50	28	
50–60	10	[10]

(b) Define research and give its objectives. [10]

(c) Write a note on problems encountered by researches in India. [5]

P.T.O.

2. (a) Explain the meaning and significance of a research design. [10]
(b) Distinguish between systematic and stratified sampling. [5]
3. (a) Explain giving examples different measurement scales. [10]
(b) Give the various sources of errors in measurement. [5]
4. (a) Distinguish between research methods and research methodology. [10]
(b) Give the procedure for developing a linkert types scale.[5]
5. (a) Enumerate the different methods of collecting data and give merits and demerits of each method. [10]
(b) What is snowball sampling ? Give *two* examples. [5]
6. (a) Describe in brief, the layout of a research report, covering all relevant points. [10]
(b) Write a note an chi-square test. [5]

Total No. of Questions—7]

[Total No. of Printed Pages—2

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[5366]-23

M.P.M. (II Sem.) EXAMINATION, 2018

203 : INDUSTRIAL RELATIONS AND TRADE UNION MOVEMENTS
(2008 PATTERN)

Time : Two Hours

Maximum Marks : 70

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

(ii) *All* questions carry equal marks.

1. Industrial Relations in India are mostly governed by labour legislations. Explain.
2. How Industrial Relations create longer lasting impact on industrial development ? Explain by examples.
3. (a) What are the factors influencing industrial relations in our country ?
(b) What are the factors responsible for maintaining harmonious relations in an organisation.
4. Explain the role of each authorities provided for resolving industrial disputes under Industrial Disputes Act, 1947.

P.T.O.

5. What is role of Trade Union in maintaining Industrial Relation in the context of Globalisation ?

6. What are the areas where worker's participation proved to be fruitful for improving Industrial Relations ?

7. Write short notes on (any *two*) :
 - (a) Pre-requisites of collective bargaining
 - (b) Grievence procedur
 - (c) Trade Union and productivity
 - (d) Employees stock options plan.

Total No. of Questions—7]

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[5366]-24

M.P.M. (Semester II) EXAMINATION, 2018
204 : PERSONNEL ADMINISTRATION SYSTEM
AND PROCEDURE
(2008 PATTERN)

Time : Three Hours

Maximum Marks : 70

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

(ii) *All* questions carry equal marks.

1. What is Personnel Administration ? Explain the nature, objectives and principles of Personnel Administration.
2. Explain in detail about Job Analysis, Job description and Job specification. Draft the job description of production manager of large scale Automobile company.
3. Explain the need, importance and content of Personnel Policy of an organisation.
4. Draft a charge sheet for the employee for his following misconduct :

“Habitual Absenteeism”

P.T.O.

5. What are the returns under Provident Fund and Employees State Insurance Act ?

6. Draft a promotion letter to a worker promoting him to supervisory grade.

7. Write short notes on (any *two*) :
 - (a) Domestic enquiry procedure
 - (b) Job rotation
 - (c) Merit rating
 - (d) Job enrichment.

Total No. of Questions—6]

[Total No. of Printed Pages—1

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[5366]-25

M.P.M. (II Sem.) EXAMINATION, 2018

205 : LABOUR LAWS-II

(2008 PATTERN)

Time : 3 Hours

Maximum Marks : 70

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

(ii) *All* questions carry equal marks.

- 1.State and explain the welfare measures under Factory Act.
- 2.Explain the provisions regarding opening and closing hours of shops, restaurants, eating houses and theatres under Bombay Shops and Establishment Act, 1948.
3. Define the term wages. Explain any 10 authorized deductions under Payment of Wages Act.
- 4.State the procedure for registration and revocation of registration and its effects under Contract Labour (R & A) Act, 1970.
- 5.Define the term factory and state various health measures prescribed under Factory Act.
6. Write notes on (any *two*) :
 - (a) Contract labour and principal employer
 - (b) Certifying Surgeon
 - (c) Objectives of Payment of Wages Act.

[5366]-25

Total No. of Questions—6]

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[5366]-31

M.P.M. (Semester III) EXAMINATION, 2018
(301) – TRAINING AND DEVELOPMENT
(2008 PATTERN)

Time : Three Hrs.

Maximum Marks : 70

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

(ii) *All* questions carry equal marks.

1. Explain the term development. Distinguish between Training, Education and Development if any.
2. What are the various methods to identify and determine the training needs ?
3. Elaborate in detail the process of training.
4. What is evaluation of training ? And how to evaluate a given training programme.
5. Why do employees resist training ? How to manage the resistance to training ?

P.T.O.

6. Write short notes (any *two*) :

(*i*) Training Aids

(*ii*) Cost benefit analysis

(*iii*) Training budget

(*iv*) CIRO model.

Total No. of Questions—6]

[Total No. of Printed Pages—2

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[5366]-32

M.P.M. (Semester-III) EXAMINATION, 2018

302 : INDUSTRIAL SAFETY MANAGEMENT

(2008 PATTERN)

Time : Three Hours

Maximum Marks : 70

N.B. :— (i) Question No. 1 is compulsory.

(ii) Solve any *three* questions from the remaining questions.

(iii) Figures to the right indicate full marks.

1. What do you mean by safety ? State its importance. [10]
2. State employees and governments, managements responsibilities in respect of safety. [20]
3. State and explain various causes of industrial accidents. [20]
4. Explain the duties and functions of safety officer. Also state qualifications for safety officer. [20]
5. What do you mean by 'Hazardous process' ? Explain the methods to control them in the industry. [20]

P.T.O.

6. Write short notes on (any *two*) :

[20]

- (i) Environmental Pollution
- (ii) Types of Fire
- (iii) Meaning of Air Pollution
- (iv) Disaster Management.

Total No. of Questions—7]

[Total No. of Printed Pages—2

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[5366]-33

M.P.M. (Third Semester) EXAMINATION, 2018

303 : LABOUR COSTING AND COMPENSATION MANAGEMENT

(2008 PATTERN)

Time : Three Hours

Maximum Marks : 70

N.B. :— (i) Attempt any *four* questions from Section I.

(ii) Solve any *one* question from Section II.

(iii) *All* questions carry equal marks.

SECTION I

1. Discuss in detail various elements of costs in cost sheet.
2. Explain the nature and significance of 'Labour Turnover'. What are the effects of Labour Turnover on cost of production ?
3. What do you understand by labour productivity ? What are its determinants ?
4. What are the characteristics of a sound incentive plan for direct and indirect workers ?
5. Write short notes on (any *two*) :
 - (a) Time-Keeping and Time-Booking
 - (b) Overtime Costs
 - (c) Fringe Benefits.

P.T.O.

SECTION II

6. Calculate earnings of Amar, Akbar and Anthony under :

(i) Halsey Plan

(ii) Rowan Plan.

Also calculate effective rate per hour in each case

Time allowed for a job : 15 hours

Rate per hour : Rs. 10

Time taken to complete the job,

Amar : 15 Hours

Akbar : 12 Hours

Anthony : 10 Hours

7. From the following particulars, calculate the earnings of A, B and C using :

(i) Taylor's Plan

(ii) Merrick's Plan.

Standard time allowed → 10 units per hour

Normal wage rate : Rs. 5 per hour

Production in a day of 8 hours

A : 48 units

B : 75 units

C : 100 units.

Total No. of Questions—7]

[Total No. of Printed Pages—2

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[5366]-34

M.P.M. (Third Semester) EXAMINATION, 2018

305 : LABOUR LAWS—III

(2008 PATTERN)

Time : Three Hours

Maximum Marks : 70

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

(ii) *All* questions carry equal marks.

(iii) Diagrammatic representation and figures to the right indicate full marks.

1. Explain any *two* terms under Employee Provident Fund Act, 1952. [14]
2. Explain Scope and Applicability of Provident Fund Act, 1952 with note on its contribution rates in PF and Pension. [14]
3. Discuss various medical benefits under the Employees State Insurance Act, 1948. [14]
4. Explain the following terms under Workman's Compensation Act, 1923 : [14]
 - (a) Computation for Death
 - (b) Injury arising out of and in the course of employment.
5. Explain the salient features of Maternity Benefit Act, 1961. [14]

P.T.O.

6. Discuss Total and Partial Disablement under Workmen Compensation Act, 1923 with note on Computation of Total and Partial Disablement Formula. [14]
7. Write short notes on (any *two*) : [14]
- (a) Cash and Non-Cash Benefits under Maternity Benefit Act, 1961.
 - (b) Funeral Expenses under the Employee State Insurance Act, 1948.
 - (c) Disability Benefits under ESI Act, 1948.

Total No. of Questions—7]

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[5366]-41

M.P.M. (IV Semester) EXAMINATION, 2018

ORGANISATIONAL DEVELOPMENT AND QUALITY MANAGEMENT

SYSTEM

(2008 PATTERN)

Time : Two Hours

Maximum Marks : 70

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

(ii) *All* questions carry equal marks.

1. What is organisation development intervention ? State the meaning of the term intervention and state the importance of organisation development intervention. [14]
2. State the various organisation development values and assumptions. [14]
3. Explain the following concepts : [14]
 - (A) Socio-Technical System
 - (B) Work Redesign.
4. Discuss the challenges and opportunities which on OD practitioner is likely to face in the future. [14]

P.T.O.

5. Explain T-Group as a vehicle of learning and discuss the steps involved in behaviour modelling. [14]
6. Write short notes on (any *two*) : [14]
- (A) Six box model
 - (B) Force field analysis
 - (C) Role analysis.
7. Write short notes on (any *two*) : [14]
- (A) Just in time
 - (B) Quality of work life
 - (C) Role of OD in a public sector enterprise.

Total No. of Questions—7]

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[5366]-42

M.P.M. (IV Semester) EXAMINATION, 2018

402 : STRATEGIC HRM AND CORPORATE PLANNING

(2008 Pattern)

Time : Three Hours

Maximum Marks : 70

N.B. :— (i) Solve any five questions.

(ii) All questions carry equal marks.

1. What do you understand by the term strategic HRM ? How HR Plans and Policies being implemented ?
2. Explain the concept termed as 'Human Resource environment. Distinguish between temporary and contract labour with suitable examples.
3. What is quality work life balance ? Describe the role of HR in work life balance.
4. What is competency mapping ? How it helps in creating learning organization ?
5. Explain various components of compensation used by the organizations to reward their employees.

P.T.O.

6. Explain in detail the causes and effects of Retrenchment and Downsizing.
7. Write short notes (any *two*) :
- (i) VRS
 - (ii) Head-hunting
 - (iii) Cross-cultural Training
 - (iv) Flexi time.

Total No. of Cases—3]

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[5366]-43

MPM (Semester IV) EXAMINATION, 2018
403 : CASES IN PERSONNEL MANAGEMENT
AND INDUSTRIAL RELATIONS
(2008 PATTERN)

Time : Three Hours

Maximum Marks : 70

N.B. :— (i) Case 1 is compulsory to attempt.

(ii) Attempt any *one* remaining two Cases 2 and 3.

Case 1 :

Pune Metals Ltd. employs 546 workers and 112 staff. It accounts department is headed by accounts manager who has under him a cashier and two clerks. During annual audit of accounts the auditor noticed 3 vouchers for purchase of stamp pads and ink showing exorbitant amounts. The vouchers were duly passed for payments by stores in charge and accounts manager. The amount was received by the clerk. On further enquiries it was felt that the vouchers were first made for Rs. 55, Rs. 75 and Rs. 65, sanctions were obtained from stores in charge and accounts manager and then the figure were changed to Rs. 550, Rs. 750 and Rs. 650. The company called the clerk and cashier and questioned them. Both of them pleaded

P.T.O.

ignorance and said they did their duty of making the payment according to passed voucher. The clerk was questioned as to how he bought stamp pad and ink for such a high price to which he replied that it was the instruction of accounts manager. The company decided to discharge the cashier and clerk for loss of confidence. The cashier and clerk approached the union. The union now demands reinstatement of cashier and clerk and instead termination of accounts manager.

Questions :

- (i) Give a suitable title to the case and justify your title. [20]
- (ii) How would you decide the case ? [10]
- (iii) What precautions would you take in order to avoid recurrence of such a situation in future ? [10]

Case 2 :

Kapoor hotel is a 3 star hotel providing lodging and boarding. It is a renowned hotel for its service. The business is good. Workers numbering 87 in all, are happy because Mr. Kapoor takes care of them. There is no strike or work-stoppage for last several years. Mr. Kapoor is now 65 and a patient of diabetes and B.P. Mr. Kapoor cannot attend day to day administration of the hotel. He then appointed a manager. The manager could not control the situation and there was discontent among workers. The workers approached Mr. Kapoor and requested him to look into it. But Mr. Kapoor is aged and wants to dissociate from business activity. He then terminated the manager and sold the Hotel to Vikram group of hotels. The new owner

said he would not take old employees and recruit fresh employees. When the workers agitated, the owner agreed to consider them if they apply and appear for interview and pass the test. The worker refused this and demanded that all workers must be taken over by the new owner. The workers stages and dharana outside the hotel.

Questions :

- (i) Give a suitable title to the case justify your title. [10]
- (ii) What would be your advice to workers ? [10]
- (iii) What would be your advice to new management ? [10]

Case 3 :

VRS : Voluntary Retirement Scheme. 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 there were 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 employees on 27th January. The scheme stated that employees must submit their application 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 27th to 31st 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 of the third employee he submitted his application after the due date i.e. 31st January, 2011. Towards ends 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 :

- (i) Is the action of management right ? How ? [10]
- (ii) What can the union do in this respect ? [10]
- (iii) What should be the principles involved in operating a VRS scheme ? [10]

Total No. of Questions—7]

[Total No. of Printed Pages—2

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[5366]-44

M.P.M. (Semester IV) EXAMINATION, 2018

404 : MARKETING MANAGEMENT

(2008 PATTERN)

Time : Three Hours

Maximum Marks : 70

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

(ii) *All* questions carry equal marks.

1. Explain the relationship between :

(i) needs, wants and product demand

(ii) product value, cost and customer satisfaction.

Give appropriate examples wherever necessary.

2. What are functions of marketing ? Bring out differences between marketing and selling.

3. 'For planning the marketing activity, analysis of marketing environments is a must.' Comment.

4. A number two life insurance company has the following structure in hierarchical steps :

Agent → Unit Manager → Sales Manager → Branch Manager →
Area Sales Manager → Regional Sales Manager.

What should be the selection criteria for each of these levels ?

Justify your answer.

P.T.O.

5. As a HR Manager, you are entrusted to develop Weekly, Monthly, Quarterly, Half-yearly & Yearly Sales force performance system for various levels. You may use hierarchy given in Q. 4 above and elaborate on factors which you would use for assessing sales force performance.

6. Write a detailed note on need and importance of conducting marketing audit.

7. Write short notes on any *two* of the following :
 - (a) Competitive analysis
 - (b) Marketing organization structures
 - (c) Training need analysis for sales force.

Total No. of Questions—7]

[Total No. of Printed Pages—2

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[5366]-45

M.P.M. (IV Sem.) EXAMINATION, 2018

405 : LABOUR LAW-IV

(2008 PATTERN)

Time : 3 Hours

Maximum Marks : 70

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

(ii) *All* questions carry equal marks.

1. Define wages under Payment of Wages Act, 1936. Explain in detail for the following deductions :
 - (1) Fines
 - (2) Different loans
 - (3) Funds.

2. (A) What are the salient features of the Payment of Gratuity Act ?
(B) An employee joins an organisation on 1st April, 1970 and retires on 30th Oct. 2002. His last drawn salary is 12,500 and D.A. 10.5% of Basic. Calculate gratuity to him.

3. (A) Explain the conditions for eligibility of Bonus in terms of service period and wage limit.
(B) What are different return under Payment of Bonus Act ?

P.T.O.

4. What is minimum wages ? Explain the procedure for fixing and revising minimum wages under the Minimum Wages Act.

5. (A) State the object and scope of the Payment of Wages Act, 1936.
(B) Write a detailed note on employer's responsibility.

6. Explain the concepts on 'set on and set-off' under the Payment of Bonus Act, 1965.

7. Write short notes on any *two* :
 - (A) Inspector under the Payment of Wages Act.
 - (B) Penalty for offences under the Payment of Gratuity.
 - (C) Allocable and available surplus
 - (D) Claim for gratuity.