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[5366]-101

M.P.M. (I Sem.) EXAMINATION, 2018
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 full 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) Sunil, Udhay and Jeevan are Worker, Supervisor and Manager in Optima Pvt Ltd. Discuss various skills required by them to be successful in their roles. [10]

Or

- (B) John worked under different managers. His first manager used to dictate things to him and would not listen to anyone. The other involved his subordinates in decision making. What types of manager did Rahim worked with ? Which type of manager you would like to be and why ? [10]

P.T.O.

2. (A) Designing and developing new products and services is key to survival in today's environment. Discuss the statement in the light of managing innovations. [10]

Or

(B) The commodity market scam and Satyam scam are the results of failure in corporate governance. Discuss. [10]

3. (A) Why is F.W. Taylor regarded as father of Scientific Management ? Discuss the principles of scientific management. [10]

Or

(B) Human relations have far more impact on productivity. Discuss the statement in the light of Hawthorne studies. [10]

4. (A) Director of your institute has given you the responsibility to organize an industrial visit. Explain how would you go about using steps in planning process. [10]

Or

(B) Management of Rajan business school has decided to form a student council. Design an appropriate organizational structure for the student council. [10]

5. (A) Karim was promoted to the post of Manager to a location which his family does not like. Make necessary assumptions and state what would you decide ? [10]

Or

(B) Discuss decision making under certainty, risk and uncertainty with suitable examples. [10]

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[5366]-102

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

102 : ORGANIZATIONAL BEHAVIOUR

(2013 PATTERN)

Time : 2.3 Hours

Maximum Marks : 50

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

(ii) Each question has an internal option.

(iii) Figures to the right indicate marks for that question.

1. Define O.B. Explain the scope and importance of O.B. [10]

Or

Discuss the theoretical home work of O.B. in detail.

2. “Attitude of employees in an organisation is important”. Discuss with reference to various job attitudes. [10]

Or

Discuss the expecting theory of motivation and its implication at work place.

P.T.O.

3. What is the difference between group and team ? Explain the Ric-stage model of group development. [10]

Or

What is trait approach to Leadership ? Discuss various styles of leadership.

4. What is organization culture ? Discuss the process of creating and sustaining organization culture. [10]

Or

What are the various types of culture ?

5. What is organizational change ? Discuss various forces that act as stimulants to change. [10]

Or

“There is always resistance to change”. Discuss the statement with reference to individual resistance, group resistance and organizational resistance.

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[5366]-103

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

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 the right indicate marks.
(v) Draw neat diagram and illustrations wherever necessary.

1. Write short notes on : [10]
(a) Concept of Hiring from Alternative Skill sets
(b) Contingent contract.

Or

Explain Voluntary retirement Scheme with latest examples and state differences between retirement and Voluntary retirement scheme.

2. “Changes in Market conditions influence wage determination.”
Discuss. [10]

Or

Explain internal job markets and different considerations behind wage setting.

3. “Variable pay is having direct impact on productivity.” Explain with suitable examples. [10]

P.T.O.

Or

State the importance of designing economically efficient wage contract.

4. Explain major reasons behind workers migration. [10]

Or

Explain LPG policy, 1991 and its impact on labour mobility.

5. Explain employee discrimination and state out factors contributing in it. [10]

Or

Explain the employer's reaction to law against discrimination.

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[5366]-104

M.P.M. (I Sem.) EXAMINATION, 2018
HUMAN RESOURCE DEVELOPMENT
(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

N.B. :—All questions are compulsory.

1. Explain the objectives of HRM. How can these objectives be achieved ? [10]

Or

“Human Resource planning is a prerequisite for effective management of human resource of an organisation.” In the light of this statement analyse the significance of human resource planning.

2. What are the key attributes that make a recruitment programme effective ? [10]

Or

If you were the incharge of induction in an organisation, tell how you would orient a new management trainee ?

3. How will you define Fringe benefit ? Appreciate the need for the significance of fringe benefit. [10]

Or

Critically examine the need hierarchy theory of motivation.

P.T.O.

4. What are the major problems of the interview as a selection device ? What can management do to reduce some of these problems ? [10]

Or

Write notes on :

- (i) Management by Objectives (MBO)
 - (ii) Quality of Work Life (QWL)
 - (iii) Vestibule training
 - (iv) Case study.
5. Explain whether and how the effectiveness of a training programme can be evaluated. [10]

Or

Define morale. Distinguish between morale and motivation.

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[5366]-105

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

105 : LABOUR LAW-I

(2013 PATTERN)

Time : Two Hours

Maximum Marks : 50

N.B. :— All questions carry equal marks.

1. Write note on implementation of Labour Laws.

Or

Explain role of International Labour Organisation.

2. Explain Drafting procedure of standing orders with subsistence allowance.

Or

Discuss the scope and object of the Industrial Employment (Standing orders) Act, 1946.

3. What are the Health provisions under Factories Act, 1948 ?

Or

Explain the powers and functions of inspecting staff under Factories Act, 1948.

P.T.O.

4. Explain the procedure of Registration of Establishment under Bombay Shops and Establishment Act, 1948.

Or

Discuss the Health and Safety provisions under Bombay Shops and Establishment Act.

5. Define the Legal deductions under Payment of Wages Act, 1936.

Or

Explain the wages and write fire deductions under payment of wages Act, 1936.

Total No. of Questions—5]

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[5366]-106

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

106 : RESEARCH METHODOLOGY

(2013 Pattern)

Time : 2½ Hours

Maximum Marks : 50

NB.:—(i) All questions are compulsory.

(ii) Each question has internal option.

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

(iv) Figures to the right indicate marks for that question or subquestion.

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

(vi) Support your answers with suitable examples.

1. (a) State the objectives of research. Explain the role of research in development of theory. [10]

Or

(b) Define 'Research'. Describe various steps involved in the research process. [10]

2. (a) What is meant by a hypothesis ? Explain the term 'Null hypothesis and alternative hypothesis'. [10]

Or

(b) 'Problem identification is an important stage in carrying out the research.' Elaborate the above statement in the light of managerial problem and research problem. [10]

P.T.O.

3. (a) (i) Define 'Experiment' in experimental method of research. [5]
(ii) Explain the following terms :
(1) Independent and dependent variables
(2) Treatment and control group. [5]

Or

- (b) In what sense quantitative research is different from qualitative research ? [10]

4. (a) Explain the concept of validity and reliability in measurement in management research. [10]

Or

- (b) Write short notes on (any two) : [10]
(1) Likert scales
(2) Semantic differential scales
(3) Graphic rating scales.

5. (a) In what way review of literature helps a researcher ? Give appropriate examples. [10]

Or

- (b) Construct a questionnaire for *one* of the following situations :
(1) Employee satisfaction survey
(2) Use of social media and recruitment process. [10]

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[5366]-107

M.P.M. (Semester I) EXAMINATION, 2018
108 : PERSONNEL ADMINISTRATION AND
SYSTEM PROCEDURES
(2013 Pattern)

Time : 2 Hours

Maximum Marks : 50

NB.:—(i) All questions are compulsory.

(ii) Each question has an internal options.

(iii) Each question carries 10 marks.

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

(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) Certain statutory registers are required to be maintained as per the personnel policy of a company. List out statutory registers required for a manufacturing company with brief significance of each such register. [10]

Or

- (b) “Personnel Administration is considered to be different than Personnel Management”. Discuss with examples. [10]

P.T.O.

2. (a) Write an appointment letter with terms and conditions of the service appointing an HR manager of an IT company [10]

Or

- (b) Draft a promotion letter promoting section supervisor to the post of shift engineer. [10]

3. (a) Draft a show-cause notice against an employee for his misconduct : “Abusing and Neglecting Supervisors Instructions”. [10]

Or

- (b) An employee has been found guilty of his offences based on initial enquiry report. Draft a detailed charge sheet before taking any disciplinary action. [10]

4. (a) Reshma has been working as a senior accountant since last more than 20 years in a management institute. Design a possible job enlargement and job enrichment sheets for him. [10]

Or

- (b) Prepare a job analysis sheet for the post of a floor manager based on detailed job description and job specifications. [10]

5. (a) Date of Joining : 05.08.1992; Last day in organization : 27.12.2011. Last month's salary description : Basic = Rs. 5,600, D.A. = Rs. 3,500, TA = Rs. 2,500; HRA = Rs. 2700. Calculate gratuity. [10]

Or

- (b) Prepare a Form-16A (TDS) in respect of a Dy. General Manager, who has taken housing loan and has LIC policy with annual premium of Rs. 95,000/-

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[5366]-201

MPM (Second Semester) EXAMINATION, 2018

201 : LABOUR WELFARE

(2013 PATTERN)

Time : 2.30 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) Your answers should be specific and to the point.

Q1 A Define Labour Welfare. Also mention the objectives and principles of labour welfare. [10]

OR

Q1 B Define Labour Welfare. Give the theories of Labour Welfare. [10]

Q2 A Explain the concept of labour welfare officer with his needs. [10]

OR

Q2 B Give the difference between Labour Welfare Officer and Personnel Manager [10]

Q3 A What do you mean by Statutory welfare facilities? Explain all Statutory welfare facilities in detail. [10]

OR

Q3 B Explain the role of government in statutory welfare amenities. [10]

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

OR

Q4 B Define Industrial Hygiene. What measures can be taken to maintain Industrial hygiene? [10]

Q5 A Write a note on Relationship between Mental, Physical, Social & Industrial Health. [10]

OR

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

[5366]-201

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[5366]-202

M.P.M. (Second Semester) EXAMINATION, 2018
202 : INDUSTRIAL ORGANIZATIONAL PSYCHOLOGY
(2013 PATTERN)

Time : 2.30 Hours

Maximum Marks : 50

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

(ii) *All questions carry equal marks.*

1: Elaborate the application areas of Industrial Organizational Psychology. Explain with examples. [10]

OR

1: "Industrial Organizational Psychology plays crucial role in diffusing and resolving the complexities of modern business organizations." Comment.

2: Compare and contrast male and female psychology. Give suitable examples. [10]

OR

2: Bring out impacting factors of psychology and their effect on the behaviour of the people at work.

3: How are psychological tests used to improve the employee psychology? [10]

OR

3: Elaborate the challenges for Industrial Organizational Psychology. Support your answer with appropriate examples.

4: What are the characteristics of group dynamics? [10]

OR

4: How are the important elements of group dynamics helpful to enhance efficiency and productivity?

5: Write Notes on (Any two)- [10]

- a) Experimental Research Method
- b) Requirement for Psychological Research
- c) Limitations of Psychological Research

Total No. of Questions—5]

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[5366]-203

MPM (Second Semester) EXAMINATION, 2018

203 : INDUSTRIAL RELATIONS

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) All questions carry equal marks.

1. “Recognition of trade union is the backbone of collective bargaining.”
Comment.

Or

What is Trade Union ? Explain its objectives and functions in detail.

2. “Workers participation in management can strengthen the industrial relations.” Explain.

Or

What is Industrial Dispute ? Explain its causes in detail.

3. Explain the machineries available to solve industrial dispute under Industrial Dispute Act, 1947.

Or

Explain the Grievance handling process in detail.

P.T.O.

4. What is Industrial Relations ? Explain the scope and importance of Industrial relations.

Or

Explain the role of industrial relations and its impact on employer and trade union.

5. Explain the role of Personnel/Industrial Relation Manager in establishing peaceful industrial relations.

Or

Explain the process of collective bargaining and causes of failure of the same.

Total No. of Questions—5]

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[5366]-204

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

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 concept of Education, Training, Development and Learning with examples.

2. What are the techniques to identify and determine training needs.

Or

Explain the process of training in detail.

3. What are the various methods of training.

Or

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

P.T.O.

4. Explain CIRO and Donald Kirkpatrick's model to evaluate training programmes.

Or

Explain the reasons and techniques to evaluate training programmes.

5. What are different training aids to make training programmes effective.

Or

Write short notes on (any *two*) :

- (a) Advantages of distance learning
- (b) E-learning
- (c) CBT..... an added advantage.

Total No. of Questions—5]

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[5366]-205

M.P.M. (Second Semester) EXAMINATION, 2018
205 : LABOUR LAWS—II
(2013 PATTERN)

Time : 2.30 Hours

Maximum Marks : 50

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

(ii) *Figures to the right indicate full marks.*

1.A. Explain briefly the provision relating to determination and recovery of money due from and by employers? **Or**

1.B. Explain the following terms under Provident Fund Act 1952 :

(a) Eligibility for membership

(b) Contributions

(c) Objectives of the Employee Provident Fund Act

2.A. Discuss in brief the provisions of ESI Act,1948 regarding the adjudication of disputes and claims? **Or**

2. B. State the different types of benefits provided under the Employee State Insurance Act and mention three main objects of the Act?

3.A. What is lay-Off ? Discuss the right of a workman for lay-off compensation? When the compensation is not payable to a laid-off workman? **Or**

3.B. Define the term Retrenchment and explain all the provisions related to Retrenchment ?

4.A. Explain the following provisions under Maternity Benefit Act, 1961.

(a) Maternity benefit on death of a woman

(b) Leave for miscarriage

Or

4.B. Explain the provisions regarding the Benefits and Dismissal during absence of pregnancy under The Maternity Benefit Act,1961?

5.A. Define the term Maternity Benefit, Medical Bonus and explain when the benefit is forfeited under The Maternity Benefit Act, 1961 ? **Or**

5.B. Explain the following provisions under Maternity Benefit Act, 1961.

i. Powers of Inspectors under Maternity Benefit Act, 1961.

ii. Nursing breaks under Maternity Benefit Act, 1961.

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[5366]-206

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

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. Explain the concept of financial intelligence. Discuss the need for financial intelligence.

Or

How will a manager evaluate a company's liquidity and profitability ?

2. Explain the following concepts in detail :

(a) Accruals

(b) Equity.

Or

Finance is art as well as science. Discuss.

3. What is "Balance Sheet" ? Explain any *four* components of balance sheet.

Or

"Human resource is merely a cost to company; not an asset." Do you agree with the statement ? Why ?

P.T.O.

4. Explain the following accounting conventions :

(a) Consistency

(b) Disclosure.

Or

What is financial transparency ? Why is the importance of financial transparency increasing in modern business world ?

5. What is income statement ? Draw a specimen of income statement.

Or

Explain various sources and applications of cash.

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[5366]-207

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

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. What is QMS ? Elaborate the importance of QMS in Personnel Management.

Or

Discuss various processes involved in QMS with suitable example.

2. Explain what is six sigma ? Describe the advantages of implementing six sigma in detail.

Or

State and explain the steps involved in implementation of six sigma.

3. State and explain the features of ISO 9000 QMS standard.

Or

Which are various certification series of ISO ? Describe in brief.

P.T.O.

4. Comment : “Kaizen as a tool of QMS”.

Or

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

5. What is 5 s concept ? State and explain benefits derived from 5 s implementation.

Or

Comment “5 s methodology is a part of everybody’s business”.

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[5366]-301

M.P.M. (Semester III) EXAMINATION, 2018
301 – STRATEGIC HUMAN RESOURCE MANAGEMENT
(2013 PATTERN)

Time : 2Hrs 30 Min.

Maximum Marks : 50

N.B. :—All questions are compulsory and carries 10 marks each.

1. Differentiate SHRM and HRM. [10]

Or

Introduce the term SHRM. Explain the importance of SHRM.

2. What is Global Environment and WTO in detail. [10]

Or

Explain the terms :

- (1) Global sourcing of labour
- (2) Temporary and contract labours.

3. Explain in detail the new approaches to recruitment and selection.
Give suitable example. [10]

Or

Write short notes on :

- (1) Employee branding
- (2) Flexi hours.

P.T.O.

4. Explain KIRK-PATRICK model in detail. [10]

Or

Explain in detail :

(1) Group performance based pay

(2) Broad Banding. [10]

5. Enumerate strategic HR issues in global assignments. [10]

Or

Discuss the terms mergers and acquisitions. [10]

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[5366]-302

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

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.
 - (iii) All questions carry equal marks.
 - (iv) Your answers will be valued as a whole

- 1. (a)** Underline the importance of values and assumptions in organisation development. [10]

Or

- (b)** Define organisational development. Briefly outline the contributions made by Herbert Shepard and Robert Blake.

- 2. (a)** Explain the role of Applied Behavioural Science in O.D. [10]

Or

- (b)** Elaborate the systems theory in organisational development.

- 3. (a)** Explain the role of change agent in the field of organisational development. [10]

Or

- (b)** Describe the importance of evaluating and Institutionalising Intervention.

P.T.O.

4. (a) Discuss organization process approaches in detail. [10]

Or

(b) Discuss interpersonal and group process approaches.

5. (a) Explain the role played by work design in organisational development. [10]

Or

(b) Elaborate the role of performance management in organisational development.

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[5366]-303

MPM (Semester-III) EXAMINATION, 2018
303 HR : COMPENSATION 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) Discuss Compensation Management and explain theories of wage determination. [10]

Or

- (b) Discuss the concept Compensation Benchmarking with suitable example. [10]

2. (a) Discuss impact on Labour demand and supply on compensation fixation. [10]

Or

- (b) Discuss different types of Labour Market in India. [10]

P.T.O.

3. (a) Describe the concept Company Wage Policy. [10]
Or
(b) Government interference in Pay Grades, role and scope. [10]
4. (a) Discuss various issues relating to pay increases. [10]
Or
(b) Pay Roll Management and its importance. [10]
5. Write short notes on (any *two*) :
- (a) Computation of CPI [5]
(b) Statutory Employee benefits in India [5]
(c) Labour market. [5]

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[5366]-304

MPM (Semester III) EXAMINATION, 2018

304 : HR BEST PRACTICES

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) All questions carry equal marks.

1. (a) Write short notes on : [10]

(i) Role of HR Auditor

(ii) Workforce Score Card.

Or

(b) What is Knowledge Management ? Discuss the concept of Tacit Knowledge and Explicit Knowledge.

2. (a) Explain various cost based and value based methods of valuation of human asset. [10]

Or

(b) “Although effective, HR Accounting is not widely spread in business organizations.” Comment on the statement with reference to the difficulties in implementation of HR Accounting.

P.T.O.

3. (a) Discuss the concept of organizational sustainability. Explain various challenges for organizational sustainability faced by HR department. [10]

Or

- (b) What is “Balanced Score Card” ? Discuss 4 perspectives of Balanced Score Card developed by Dr. Robert Kaplan and David Norton.

4. (a) Why it is essential to conduct HR Audit ? Explain with the help of important features of HR Audit. [10]

Or

- (b) Discuss the concept of Responsibility Accounting. Explain role of various responsibility centers in organizational functioning.

5. (a) What are main features of HR Score Card ? How does it give strategic advantage of HR function ? [10]

Or

- (b) Explain various levels considered in HR Audit.

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[5366]-305

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

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

Or

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

2. (A) 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.

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

Or

- (B) Elaborate the conditions under which gratuity shall be deducted, forfeited and attached ?

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

- (B) What do you mean by “Apprentice” and explain about the various authorities and their functions under the Apprentices Act, 1961.

5. (A) Explain the provision relating to Nomination under Payment of Gratuity Act, 1972.

Or

- (B) 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.

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[5366]-306

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

306 HR : INSTRUMENTS IN HRD

(2013 Pattern)

Time : 2½ Hrs

Maximum Marks : 50

NB.:—(i) All questions are compulsory.

(ii) Each question has an internal options.

(iii) Each question carries 10 marks.

(iv) Figures to the right indicate marks for that questions/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) Discuss, "Measuring HR capabilities an important step in HR Development Process. [10]

Or

(b) Discuss in detail the need for measuring HR capabilities of an organization and the business alignment challenges. [10]

2. (a) An organizational psychology concepts plays an important role in overall development of HRD. [10]

Or

(b) State the Foundation of HRD tools and discuss in detail the Psychology concept and its impact on Employee Performance [10]

P.T.O.

3. (a) Describe and discuss the framework of HRD. Explain the effectiveness of its tools (16 PF and belbins team roles) [10]

Or

- (b) 'Belbins team roles' an effective tool of HRD, discuss with suitable example. [10]

4. (a) "Effective Training and coaching helps to create efficient employee". Discuss in details. [10]

Or

- (b) Effective design and execution of assessment and development centers plays positive role towards HRD. Discuss. [10]

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

- (1) Locus of control [5]
(2) Managing Performance [5]
(3) Competency based HR. [5]

Total No. of Questions—5]

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[5366]-307

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

307 : PERFORMANCE MANAGEMENT

(2013 Pattern)

Time : 2½ Hours

Maximum Marks : 50

NB.:—(i) All questions are compulsory.

(ii) Each question carries 10 marks.

1. (a) Write in detail on essence of implications of performance management.

Or

(b) What is Performance Management ? Discuss the concerns and scope of Performance Management.

2. (a) What is Performance Appraisal ? State the objectives of Performance Appraisal and explain the process of Performance Appraisal in brief.

Or

(b) Write in brief on *two* methods of Performance Appraisal.

3. (a) Prepare an Appraisal form for a Shop Floor operative staff of Manufacturing Car Company. Use the Critical Success Factor Method for making it effective.

Or

(b) Explain in brief any *four* strategies of effective implementation of Performance Management.

P.T.O.

4. (a) Explain the methods of Appraising the Performance.

Or

(b) Explain in detail problems and pitfalls of performance appraisal.

5. (a) Define the term Reward System. Explain the components and objectives of a reward system.

Or

(b) Explain the linkage between Performance remuneration systems with suitable examples.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5366]-401

MPM (Fourth Semester) EXAMINATION, 2018

401 : COMPETENCY MAPPING AND CAREER DEVELOPMENT

(2013 PATTERN)

Time : 2.30 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 Define Competency Mapping. State about its origin & History. Give reasons for the popularity of Competency Mapping. [10]

OR

1 B What is Competency Mapping? Write in detail about KSA vs. Competency [10]

2 A “HR Generic competency model is the tool for the effective evaluation of employee performance.” Explain. [10]

OR

2 B Explain in detail about Leadership & Managerial competency Models. [10]

P.T.O.

- 3 A What are generic or key competencies & functional or technical competencies? [10]
- OR
- 3 B What is competency Model? What steps are involved in developing Competency Model? [10]
- 4 A What are the different phases in the career of an employee? Give the reasonability of Career Planning. [10]
- OR
- 4 B What is career Development? What are different methods of career Development? [10]
- 5 A What challenges are faced by HR manager in the process of career development when the workforce is diverse in nature? [10]
- OR
- 5 B Elaborate in details –“Enhancement of Employee performance through Career Planning” [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5366]-402

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

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 marks for that question.

1. Discuss various sources of pollution. Explain the classification of pollution and pollutants. [10]

Or

Explain the role of various National and International environmental standards in controlling pollution. [10]

2. Discuss the causes and effects of industrial pollution. [10]

Or

Write short notes on : [10]

(a) Acid Rain

(b) Radioactivity in atmosphere.

3. How do industrial waste water technologies help in controlling water pollution. [10]

P.T.O.

Or

Explain the impact of heavy metals on aquatic flora and fauna. [10]

4. Write a detailed note on segregation of solid waste and methods of segregation. [10]

Or

Mention classification and characteristics of solid waste. [10]

5. Explain the concept of CSR. Discuss only *two* theories in CSR. [10]

Or

Discuss future perspectives of CSR. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5366]-403

MPM (Fourth Semester) EXAMINATION, 2018

403 : HUMAN RESOURCE INFORMATION SYSTEM

(2013 PATTERN)

Time : 2.30 Hours

Maximum Marks : 50

N.B. :— (i) Attempt any *one* questions out of two.

(ii) Write down the assumptions clearly, if any.

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

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

OR

Q. 1 b . Define and distinguish between EIS and MIS

Q. 2a . Explain being an HR head how will you convince the top management about the importance and benefits in implementation of HRIS in the organization ?

OR

Q. 2 b . Explain the HRIS Cost Benefit Value Analysis. ?

Q. 3 a . Explain the various tools used in HRIS development.

OR

Q. 3 b . What are the prerequisites of implementing successful HRIS in the organization.

Q. 4 a Explain the features and the importance of computerized Payroll system executed through HRIS.

P.T.O.

OR

Q. 4 b . State the various types of Employee Benefits and Services.

Q. 5 a . What is Internet? Explain the advantages and disadvantages of Internet.

OR

Q. 5 b . Explain the different types of computer network.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5366]-404

M.P.M. (IV Semester) EXAMINATION, 2018
404 : PR AND CORPORATE COMMUNICATION
(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

- N.B.* :— (i) Question 1 is compulsory.
(ii) Answer any four questions from remaining.
(iii) All questions carry equal marks.

1. (a) Define public relation and importance of corporate communication. [10]

Or

Design an organization chart for PR based company. State PR department function.

2. (a) What is PR Budgeting ? Explain with example.

Or

- (b) Design a PR campaign for “Swachh Bharat Abhiyan”.

3. (a) Coping with unexpected is the biggest challenge in PR department. Explain with example with respect to corporate image.

Or

- (b) List down the companants that are the part of corporate identity. Explain its importance.

P.T.O.

4. (a) Electronic PR is emerging concept. State two examples where EPR is strongly used.

Or

- (b) In modern days, which E-PR tool is used for mass reach ?

5. (a) Explain the role of advertising in public relations Enunciate with suitable examples.

Or

- (b) Explain different types of House Journals.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5366]-405

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

405 : LABOUR LAWS-IV

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

N.B. :— (1) *All* questions are compulsory.

(2) *All* questions carry equal marks.

Q1) a) Explain the provisions to be contained in the rules of a Trade Union as per section 6 of the Trade Union Act, 1926

OR

b) State the amalgamation of trade Union and dissolution of trade Union (10)

Q2) a) Explain the principle of “Set On and Set Off” of allocable surplus as per Bonus Act.
OR

b) In what circumstances an employee is disqualified from receiving bonus? Explain the meaning of “Available Surplus” and “Allocable Surplus”. (10)

Q3) a) Describe the procedure of Revocation of digital signature certificate.

OR

b) Explain the functions of controller under the Information Technology Act, 2000 (10)

Q4) a) Describe the procedure regarding inquiry in to complaints under the Human Rights Commission.

OR

b) What are the functions of Human Rights Commission? (10)

P.T.O.

Q5) Write short notes (Any two)

(10)

- a) Legal status of a registered Trade union
- b) Computation of Number of working days for calculation of Bonus
- c) Suspension of License under Information technology Act, 2000.
- d) Power relating to inquiries of Human Rights Commission

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5366]-406

MPM (Fourth Semester) EXAMINATION, 2018

406 : INTERNATIONAL HUMAN RESOURCES 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

Discuss IHRM with ripple effects of globalisation.

2. Explain strategies for overseas assignment human resource planning, recruitment and selection. [10]

Or

What are the sources of international human resource power selection ?

3. Explain managing global and diverse work force in MNC with suitable example. [10]

Or

What do you understand by Repatriation ? Describe challenges of Re-entry repatriation process.

P.T.O.

4. Discuss compensation strategies in Multi-national companies with suitable examples. [10]

Or

What are objectives of International Compensation ? Explain theories of International Compensation Management.

5. Discuss different issues and response of trade union to multi-national companies. [10]

Or

Describe different key issues in International Industrial Trade Union with suitable examples.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5366]-407

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

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 equal marks.

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

Or

(b) Define Collective Bargaining and elaborate on the pre-requisites for successful 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) Explain Hick's analysis of wages setting under Collective Bargaining. [10]

3. (a) Explain the difficulties in Bargaining process and Administration of agreements. [10]

P.T.O.

Or

(b) Explain the Behavioural 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 its advantages. [10]

Total No. of Questions—3]

[Total No. of Printed Pages—3

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[5366]-408

MPM (Fourth Semester) EXAMINATION, 2018

408 : CASE IN HR

(2013 PATTERN)

Time : 2.30 Hours

Maximum Marks : 50

N.B. :— (i) Solve any *two* cases of the following.

(ii) Each case is for **25** marks.

(iii) Make necessary assumptions wherever applicable.

(iv) Write a detailed and structured answer.

1. Mr.Karan, 35, was working as a flight purser in a reputed airline. He had an excellent personality. He worked diligently and was considered an asset of the Flight Crew of the airline.

He continued to serve in the airlines for the next 4-5 years.

One day, Mr.Karan received a show cause notice served by the Management of the airline. Subsequent incidents resulted into a dismissal order. Mr.Karan was surprised to see the reason for dismissal. It was “Mr.Karan, you do not smile enough.”

1. Analyse the case (10)

2. Trace the cause and effect relation in the decision of the management (5)

3. Suggest the remedy for the non-occurrence of the situation in an airline. (5)

4. Prepare the checklist to enable the Airline to set the process for performance appraisal. (5)

2. **Raman Textile** is in the business of producing garments and has an average annual turnover of Rs. 3 billion. Since a large volume of a product is exported, the company has been very conscious of its quality commitments it provides induction training to every new employee for two weeks and then on-the-job training by a supervisor for four months. This had been proving sufficient for the workers in meeting the high volume of production.

P.T.O.

As part of its ambitious expansion program, the company recently imported ultramodern machinery to double its production capacity. After the machinery was installed, the production volumes increased as expected, but the rejection rate too increased dramatically. Consequently, the cost of production increased and the export deadlines too became very tight. The management discussed the issues at the different levels of the organization and held the machine operators inadequate knowledge and improper handling of new machines as the primary reason for unusual rejects. To remedy the situation, the HR department hurriedly organised the necessary training programs for the employee's handling this machine and the rejection rate situation started improving.

Meanwhile the production manager, found the HR department at fault for the crisis and blamed it for not undertaking training needs assessment among the production department employees. However the HR department retorted by saying that, barely three months before the arrival of the new machine the routine training need assessment had been made among those employees but it had revealed no pressing training requirements. On their part HR department held the production manager responsible for failing to inform them about the imminent arrival of new machine at the time of the assessment of the training necessities. The blame game continued.

Questions –

1. From your perception, who is responsible for the whole incident resulting in high rejection rate and the other associated problems? (10)
2. If you were the HR manager, what would you do to prevent this crisis? (5)
3. What should be the long term strategy of this company in terms of training policy and process? (10)

3. **For Bata**, labour had always posed major problems. Strikes seemed to be a perennial problem. Much before the assault case, Bata's chronically restive factory at Batanagar had always plagued by labor strife. In 1992, the factory was closed for four and a half months. In 1995, Bata entered into a 3-year bipartite agreement with the workers, represented by the then 10,000 strong BMU, which also had the West Bengal government as a signatory.

On July 21, 1998, Weston was severely assaulted by four workers at the company's factory at Batanagar, while he was attending a business meet. The incident occurred after a member of BMU, Arup Dutta, met Weston to discuss the issue of the suspended employees. Dutta reportedly got into a verbal duel with Weston, upon which the other workers began to shout slogans. When Weston tried to leave the room the workers turned violent and assaulted him. This was the second attack on an officer after Weston took charge of the company, the first one being the assault on the chief welfare officer in 1996.

In February 1999, a lockout was declared in Bata's Faridabad Unit. Middleton commented that the closure of the unit would not have much impact on the company's revenues as it was catering to lower-end products such as canvas and Hawaii chappals. The lock out lasted for eight months. In October 1999, the unit resumed production when Bata signed a three-year wage agreement.

On March 8, 2000, a lockout was declared at Bata's Peenya factory in Bangalore, following a strike by its employee union. The new leadership of the union had refused to abide by the wage agreement, which was to expire in August 2001. Following the failure of its negotiations with the union, the management decided to go for a lock out. Bata management was of the view that though it would have to bear the cost of maintaining an idle plant (Rs. 3 million), the effect of the closures on sales and production would be minimal as the footwear manufactured in the factory could be shifted to the company's other factories and associate manufacturers. The factory had 300 workers on its rolls and manufactured canvas and PVC footwear.

In July 2000, Bata lifted the lockout at the Peenya factory. However, some of the workers opposed the company's move to get an undertaking from the factory employees to resume work. The employees demanded revocation of suspension against 20 of their fellow employees. They also demanded that conditions such as maintaining normal production schedule, conforming to standing orders and the settlement in force should not be insisted upon.

In September 2000, Bata was again headed for a labour dispute when the BMU asked the West Bengal government to intervene in what it perceived to be a downsizing exercise being undertaken by the management. BMU justified this move by alleging that the management has increased outsourcing of products and also due to perceived declining importance of the Batanagar unit. The union said that Bata has started outsourcing the Power range of fully manufactured shoes from China, compared to the earlier outsourcing of only assembly and sewing line job. The company's production of Hawaii chappals at the Batanagar unit too had come down by 58% from the weekly capacity of 0.144 million pairs. These steps had resulted in lower income for the workers forcing them to approach the government for saving their interests.

PS: Weston resigned on January 30, 2001. This came as a severe setback to the Bata management.

1. In September 2000, the BMU asked the West Bengal government to intervene in the alleged downsizing exercise of the management. Was the union justified in seeking government intervention? What do you think are the pros and cons of outsourcing for Bata in the light of poor industrial relation conditions? Explain. (5)
2. Maintaining good industrial relations have always been a problem for Bata. Why? How do you think Bata can maintain sound industrial relation practices? (5)
3. The role played by the Bata Mazdoor Union (BMU) seems to have been more of a destructive one than constructive one in the state of affairs at Bata. Comment.(5)
4. In 1999, the Bata management in a bid to further cut costs, announced phasing out several welfare schemes at its Batanagar unit. Do you think it right to phase out welfare schemes to cut costs? Give reasons for your answer. (10)