Total No. of Questions : 5]

SEAT No. :

PB758

[Total No. of Pages : 2

[6202]-1
First year M.B.A.(H.R.D)
101-GC : Principles And Practice of Management
(Revised 2020 Pattern) (Semester - I)

Time : 2½ Hours] *[Max. Marks :50*

Instructions to the candidates:

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

Q1) Answer any 5 out of 7. **[2 marks each]**

a) Define Management. List the types of managers.

b) What are the attributes of healthy workplace?

c) Explain briefly. Work specialization.

d) What do you mean by learning organizations?

e) What is a goal?

f) Explain conditions that affect the possibility of decision making.

g) What are financial controls?

Q2) Answer any 2 out of 3. **[5 marks each]**

a) Define controlling. Explain with the need and importance.

b) Differentiate between theory X and theory Y.

c) Write short note on:-

i) Single use plan.

ii) Standing plan.

Q3) a) Explain the stages in the decision making process. **[10]**

OR

b) What are Organizational structure. Explain Flat and Tall organizational structure with suitable examples.

P.T.O.

Q4) a) Discuss the concept of Directing with its characteristics and importance. **[10]**

OR

b) Compare and contrast classical theories of management.

Q5) a) Do you think planning is the first step of management? If yes, justify your answer with suitable examples. **[10]**

OR

b) Communication is the Lifeblood for organizations. Elaborate.

Total No. of Questions : 5]

SEAT No. : [ ]

PB759

[Total No. of Pages : 2

[6202]-2

First Year M.B.A. (Human Resource Development)

GC-102 : ORGANIZATIONAL BEHAVIOUR

(Revised 2020 Pattern) (Semester - I)

Time : 2½ Hours] ***[Max. Marks : 50***

Instructions to the candidates:

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

Q1) Answer any five (2 Marks Each) **[10]**

a) Define OB.

b) Collegial model of OB.

c) Explain organizational earning perspective.

d) Meaning of Ability.

e) Define Attitude.

f) Factors influencing perception.

g) Difference between Hard & Soft Organizational culture.

h) Significance of Organizational Structure.

Q2) Answer any Two of the following (5 Marks Each) **[10]**

a) What is Job related to attitude, explain the barriers to change attitude.

b) Linkage between setting organizational goal and organizational effectiveness.

c) Discuss perceptual process.

P.T.O.

Q3) Answer any One of the following. (10 marks each) **[10]**

a) Define Group & group dynamics, explain 5 stages of Group Development.

b) Discuss the implementation of Johari Window in conflict management, give suitable example.

Q4) Answer any One of the following. (10 marks each) **[10]**

a) Define Leadership, discuss Contemporary theories of leadership.

b) What are the various types of Organizational Culture elaborate the Significance of Creating Sustainable organizational culture.

Q5) Answer any One of the following. (10 marks each) **[10]**

a) Implementation of Organizational change is the critical function; describe the Kotter's Eight step plan for implementing change.

b) Elaborate the Kurt Lewin's model of change.

x x x

Total No. of Questions : 5]

SEAT No. : [ ]

PB760

[Total No. of Pages : 2

[6202]-3

First Year M.B.A. (H.R.D.)

103GC: ECONOMICS FOR HUMAN RESOURCE MANAGEMENT

(Revised 2020 Pattern) (Semester-I)

Time : 2½ Hours] ***[Max. Marks : 50***

Instructions to the candidates:

1) ***All questions are compulsory.***
2) ***Right side figures indicate full marks.***

Q1) Answer any five questions, two marks each. **[10]**

a) Define LPG Policy.

b) What is voluntary Retirement Schemes.

c) What is Superannuation?

d) Movement of workers or people from one place to another is _____.

e) Prejudice refers to the usually negative attitude toward the members of some social group. (True / False)

f) What is the concept of contingent workers?

g) Give some examples of direct compensation.

Q2) Answer any two questions, five marks each. **[10]**

a) Explain about innovative incentive schemes to retain critical workers in the organisations.

b) Which are the leading factors of employee discrimination?

c) How incentives play a major role to motivate employees?

P.T.O.

Q3) a) What are the main factors that determine the demand for labor in an organizations? Discuss.

OR

b) Explain how internal job market is affecting wage setting? **[10]**

Q4) a) Explain in detail the factors responsible for wage determination.

OR

b) What is straight pay? How is it different from variable pay? **[10]**

Q5) a) Elaborate upon impact & changes in labour mobility after 1991 LPG policy.

OR

b) Define employee discrimination and explain the factors leads to employee's discrimination at workplace. **[10]**



Total No. of Questions : 5]

SEAT No. :

PB-761

[Total No. of Pages : 2

[6202]-4
M.B.A (HRD)
104 GC : HUMAN RESOURCE MANAGEMENT
(Revised 2020) (Semester - I)

Time : 2½ Hours] ***[Max. Marks : 50***

Instructions to the candidates:

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

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

a) What do you understand by minimum fair and living wage?

b) List down all non-monetary compensation methods.

c) Differentiate between mentoring and coaching.

d) List down various sources of e-recruitment.

e) Define Job Description and Job specification.

f) Differentiate between suspension and Lay off.

g) What do you understand by collective bargaining.

h) Explain in detail Total Quality Management. (TQM)

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

a) Explain in brief Harward Model of HRM.

b) Differentiate between Human Resource Management and Personnel Management.

c) Describe Job Description for an HR executive of IT firm.

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

a) "Assessment centre is a modern method to measure performance management in the organization comment on the statement.

OR

b) Elaborate how compensation is linked with performance in today's organizations

P.T.O

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

a) Define objectives and scope of HRM and illustrate the functions of Human Resource Management.

OR

b) Justify "Recruitment is positive and selection is a negative process"?

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

a) What do you understand by Employee separation? Explain different types of separations.

OR

b) "Money spend on Training employees is not an expenditure but an investment". Explain.

Total No. of Questions : 5]

SEAT No. :

PB762

[Total No. of Pages : 2

[6202]-5
First Year M.B.A.(HRD)
105 (GC) : LABOUR LAWS-I
(Revised 2020 Pattern) (Semester - I)

Time : 2 ½ Hours] *[Max. Marks : 50]*

Instructions to the candidates:

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

Q1) Solve any five of the following? **[10]**

a) What is the Indian perspective on labour laws?

b) List the main objectives of the Industrial Employment Standing Order Act 1946.

c) What is the role of the certifying officer under the Act?

d) State the provisions related to annual leave with wages in Chapter VIII of the Act.

e) What is the significance of National Labour Commissions in the context of labour legislations?

f) State the definition of an "adult" under the Act.

g) According to the Act, shops and establishments must register themselves within _____ days of commencement of business.

h) The payment of Wages Act empowers the _____to conduct inspections and enforce compliance with the Act.

Q2) Solve any two of the following. **[10]**

a) Describe the process of drafting and amending labour laws in India.

b) Write a short notes on the following.

i) Principles of Legal Legislation.

ii) Eligibility for bonus.

c) Mention three advantages of collective bargaining in settling labour disputes.

P.T.O.

Q3) a) Enumerate the provisions regarding health and welfare of workers under the Factories Act, 1948. **[10]**

OR

b) Discuss the provisions regarding the Annual leave with Wages, Working Hours of Adults and Inspecting Staff under the Factories Act, 1948.**[10]**

Q4) a) What is the purpose of the Industrial Employment Standing Orders Act, 1946? Explain the significance of this act in regulating employment conditions and Explain the process and requirements for drafting and implementing standing orders in an industrial establishment. **[10]**

OR

b) Analyze the significance of the payment of wages Act, 1936 in protecting the rights and interests of workers and explain the provision regarding the fixation of wage periods and the time of payment of wages. How does the act ensure regular and timely payment of wages to workers? **[10]**

Q5) a) Discuss the key provisions related to the hours of work of employees under the Bombay Shops & Establishment Act. Include information about regular working hours, overtime, and rest intervals. **[10]**

OR

b) In the context of rapid changing industrial scenarios, discuss how labour laws play a crucial role in ensuring the protection and welfare of workers. Provide specific examples to support your answer. **[10]**



Total No. of Questions: 5]

SEAT No. : ____

PB763

[Total No. of Pages :3

[6202]-6

First Year M.B.A. (Human Resource Development)
106-GC : RESEARCH METHODOLOGY
(Revised 2020 Pattern) (Semester-I)

Time :2½ Hours] ***[Max. Marks : 50***

Instructions to the candidates:

1) ***All questions are compulsory.***
2) ***Each question has an internal option.***
3) ***Graph Paper will not be provided.***

Q1) Solve any 5 out of 8.

a) Define the word 'Depth Interview'. **[2]**

b) Point out the Qualities of a Good Hypothesis. **[2]**

c) What is the Criteria for Good Measurement. **[2]**

d) State the Concepts of Exploratory and Casual Research. **[2]**

e) Define the word 'Correlation'. **[2]**

f) What do you mean by 'Structured Disguised Questionnaire?' **[2]**

g) Describe in brief the qualities of a Good Research. **[2]**

h) Define the word 'Sampling'. **[2]**

Q2) Answer any 2 out of 3.

a) Discriminate between the following. **[5]**

i) Data Editing
ii) Data Collection
iii) Data Analysis
iv) Data Interpretation
v) Data Presentation

b) Describe the following. **[5]**

i) Data Reliability
ii) Data Sufficiency
iii) Data Suitability
iv) Data Authenticity
v) Data Consistency

c) Discuss in brief different Scale Construction Techniques. **[5]**

P.T.O.

Q3) a) Distinguish between Primary Data and Secondary Data with suitable examples. **[10]**

OR

b) Differentiate between Qualitative and Quantitative Research Approach. Illustrate with a suitable case. **[10]**

Q4) a) Represent the following Data through Bar Diagram. **[10]**

	Country	No. of Internet Users (In Millions)
i)	China	1, 102, 140, 000
ii)	India	881, 250, 000
iii)	U. S.	311, 300, 000
iv)	Indonesia	215, 626, 156
v)	Pakistan	170,000,000
vi)	Brazil	165, 300,000
vii)	Nigeria	136, 203, 231
viii)	Russia	129, 800,000
ix)	Bangladesh	126, 210,000
x)	Japan	117, 400,000

OR

b) Construct a Pie Chart to depict the following Data. **[10]**

Company	Annual Sales in ₹ lakhs
Excel Manufacturing	372824
Ricco Services	210783
PDA Inc.	178558
General Services Company	96758
Accurate Works	60044
Precision Tools Manufacturing	42101
Total	961068

Q5) a) Though the government is claiming that it is undertaking all the possible efforts to reduce the percentage of educated unemployed youth in India; the youth are facing a number of difficulties in getting a job compatible with their talent and caliber.

Design a Questionnaire to be administered to the youth highlighting different problems encountered in obtaining a job. **[10]**

OR

b) Construct a Histogram for the following Data. **[10]**

Class interval	Frequency
60-under 62	20
62-under 64	28
64-under 66	60
66-under 68	84
68-under 70	136
70-under 72	96
72-under 74	68
74-under 76	32



Total No. of Questions : 5]

SEAT No. :

PB764

[Total No. of Pages : 2

[6202]-7

First Year M.B.A. (H.R.D.)

107 (UL) : PERSONNEL ADMINISTRATION SYSTEM

(Revised 2020 Pattern) (Semester - I)

Time : 2 Hours] *[Max. Marks : 50*

Instructions to the candidates:

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

Q1) Answer any five out of the eight questions : **[10]**

a) Discuss the importance of personnel administration.

b) Define the key terms related to personnel policy.

c) Time office consists of manpower planning, leave management, shift management, overtime management, reporting tool and employee self help application.

i) True

ii) False

d) What is the purpose of contract letter?

e) What are the 3 types of promotion levels?

f) What is TDS cut in salary?

g) Who is eligible for gratuity?

h) What are the two purpose of a memo?

Q2) Answer any two : **[2×5=10]**

a) Write short note on professional tax.

b) What are the content of a charge sheet.

c) Differentiate between job description and job specification.

P.T.O.

Q3) a) Explain in detail the various methods and elements of time office. **[10]**

OR

b) Design a salary structure of marketing executive in an service sector highlighting the main components. **[10]**

Q4) a) 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]**

OR

b) Explain domestic enquiry with relevant example. **[10]**

Q5) a) Explain in brief the maintenance of statutory returns to be sent to the government authorities such as professional tax and form 16 in an organization. **[10]**

OR

b) Write detailed note on PF and ESI. **[10]**



Total No. of Questions : 5]

SEAT No. :

PB765

[Total No. of Pages : 2

[6202]-8

First Year M.B.A. (HRD)

108 - UL : ENTREPRENEURSHIP & NEW VENTURE PLANNING

(Revised 2020 Pattern) (Semester - I)

Time : 2 Hours] *[Max. Marks : 50*

Instructions to the candidates:

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

Q1) Answer any five of the following. **[10]**

a) Entrepreneurship can best be described as _____.

b) According to sociological approach, entrepreneurship

c) The function of entrepreneur are:

d) Define Intrapreneurs.

e) Entrepreneurial competencies.

f) A new venture's business plan is important because _____.

g) List two ways on entrepreneur can prevent business failure.

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

a) Distinguish between entrepreneur and entrepreneurship with its need and importance.

b) Traits of entrepreneurship

c) Explain the role of mentors in Entrepreneurship development.

P.T.O.

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

a) What are the analysis done for developing a marketing plan? Explain the all in detail.

OR

b) Explain cultural and environmental issues to be considered while starting business.

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

a) Explain in detail criteria for evaluating new-venture proposals?

OR

b) How Khadi and Village Industries Commission (KVIC) assist in development of village and cottage industries.

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

a) What are the legal issues during the forming business entity?

OR

b) Explain special issues for entrepreneurs related to intellectual property protection.



Total No. of Questions : 5]

SEAT No. :

PB-4416

[Total No. of Pages : 2

[6202]-9

M.B.A. (HRD)

109 UL : ACCOUNTING FOR HR

(Revised 2020) (Semester - I)

Time : 2 Hours] *[Max. Marks : 50*

Instructions to the candidates:

1) ***All questions are compulsory***
2) ***Figures to the right indicate full marks.***
3) ***All questions carry equal marks.***
4) ***Each question has an internal option.***

Q1) **Attempt any Five of the following :** **[5 × 2 = 10]**

a) Define cost centre.

b) Mention the various types of financial statements.

c) Define accrual.

d) Mention two objectives of financial accounting.

e) Define operating expenses.

f) Define fixed assets.

g) Define ledger.

h) Provide the definition of business entity concept.

Q2) **Attempt any Two of the following :** **[2 × 5 = 10]**

a) Distinguish between cost control and cost reduction.

b) Why are activity ratios important for assessing a company's operational efficiency?

c) Differentiate between liquidity ratios and profitability ratios.

P.T.O.

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

a) Costing is an instrument of management control. Comment.

b) Define cost sheet. Explain in detail the various elements of cost sheet in detail.

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

a) What is marginal costing? Explain in detail the important areas where marginal costing is effectively applied for the purpose of decision making.

b) Define the margin of safety and explain its importance in risk assessment and decision making.

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

a) Explain the concept of a master budget and its components. Outline the steps involved in preparing a master budget.

b) What do you understand by budgeting? Mention the types of budget in detail.

▽▽▽▽

Total No. of Questions : 5]

SEAT No. :

PB767

[Total No. of Pages : 2

[6202]-11

First year M.B.A.(Human Resource Development)

201 GC : LABOUR WELFARE

(Revised 2020 Pattern) (Semester - II)

Time : 2½ Hours] *[Max. Marks :50*

Instructions to the candidates:

1) ***Draw neat Labeled Diagrams wherever necessary.***
2) ***Figure to the right indicate full marks.***
3) ***All questions are compulsory.***

Q1) Attempt any five. **[5×2=10]**

a) Name any two key provision of the Maternity Benefit (Amendment) Act 2017?

b) State different forms of works Participation in India?

c) What is Labour welfare?

d) Define Trade union.

e) List out any four function of Labour welfare officer in India.

f) What are the objectives of Labour welfare.

g) _____ depends on the implementation of welfare provision by the government.

i) Non-statutory welfare.

ii) Statutory welfare.

iii) Intro-Mural welfare.

iv) None of the above.

Q2) Answer any Two of the following. **[5+5=10]**

a) Comment on the fixation and revision of Minimum Wages.

b) Elaborate the 2cope and need for labour welfare.

c) Write short notes on welfare Provision under the factories Act 1948. Provision.

P.T.O.

Q3) a) If you are the HR Vice president of a renowned orgn how will you frame the policies considering all the proivsion related to health and welfare under the factory Act 1948? **[10]**

OR

b) Discuss the measure taken by the government towards the workers education towards their awareness of welfare measures.

Q4) a) Explain in Details Role, Qualification and function of Labour welfare officer. **[10]**

OR

b) Explain the role of state government in promoting labour welfare in India.

Q5) a) Worker's participation in management is constitutional goals, but is dream,Comment. **[10]**

OR

b) Explain the recommendation of National Commission on Labour Recommendation.

Total No. of Questions : 5]

SEAT No. : [ ]

PB768

[Total No. of Pages : 2

[6202]-12

First Year M.B.A. (H.R.D.)

GC-202 : INDUSTRIAL ORGANIZATIONAL PSYCHOLOGY

(Revised 2020 Pattern) (Semester - II)

Time : 2½ Hours] ***[Max. Marks : 50***

Instructions to the candidates:

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

Q1) Answer any five (2 Marks Each)

a) What does performance mean at the individual and group levels?

b) What is employee performance psychology?

c) What is group performance in psychology?

d) How does gender affect work performance?

e) What are the uses of psychological test?

f) What are the 3 major fields of industrial/organizational psychology?

g) What is the purpose of I-O psychology?

h) How can psychology be used in the workplace?

Q2) Answer any Two of the following (5 Marks Each)

a) What are the main topics in I-O psychology?

b) What are the 3 major concentrations of I-O psychology?

c) What are the six areas of I-O psychology?

P.T.O.

Q3) Answer any One of the following. (10 marks each)

a) What are the challenges facing industrial psychology today?

OR

b) What are the five roles of industrial psychology?

Q4) Answer any One of the following. (10 marks each)

a) What are the goals of I-O psychology?

OR

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

Q5) Answer any One of the following. (10 marks each)

a) What are the basic concepts of industrial psychology?

OR

b) How does I/O psychology contribute to society?

x x x

Total No. of Questions : 5]

SEAT No. :

PB769

[Total No. of Pages : 3

[6202]-13

M.B.A. -I (H.R.D)

HUMAN RESOURCE MANAGEMENT

GC-203 : Core-Industry Relations & Employee Relations

(Revised 2020 Pattern) (Semester-II)

Time : 2½ Hours] ***[Max. Marks : 50***

Instructions to the candidates:

1) ***All questions are compulsory.***
2) ***Figures to the right indicate full marks.***
3) ***Assume suitable data if necessary.***

Q1) Solve any five. **[10]**

a) An employers refusal to provide work opportunities is classified as

i) Grievance procedure ii) Lock out

iii) Injuction iv) Strike procedure

b) In organisations the employee dissatisfactions is indicated by

i) Complaint ii) Employee ownership

iii) Grievance arbitration iv) Grievance strike

c) Which sections of the act deals with the registration of the trade union?

i) Section 8 ii) Section 7

iii) Section 9 iv) Section 10

d) The situation in which the disputes arose from the labours contract and different interpretation are settled by third party is called

i) Grievance cancellation ii) Grievance procedures

iii) Grievance Arbitration iv) Grievance Ratification

P.T.O.

e) What is the minimum numbers of trade union members requires in registering themselves as a union?

i) 7 ii) 10

iii) 5 iv) 15

f) Industrial Relations covers the following areas

i) Collective Bargaining ii) Labour Registration

iii) Industrial Relations training iv) All of the above

g) Which of the following is not an approach to Industrial relations?

i) Unitary approach ii) Plurastic approach

iii) Marxist approach iv) Employers approach

h) Before Industrial dispute act was implemented in the year 1947? Which act took care of the Industrial dispute?

i) Trade dispute act 1929

ii) Royal Commission on Labour 1934

iii) Labour Management Relations act 1947

iv) None of the above

Q2) Solve any two. **[10]**

a) Explain the scope of Industrial Relation.

b) What are the functions of trade union?

c) What is the importance of Collective Bargaining.

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

a) Explain the state level of Role of Judiciary and its impact on Industrial Relations.

OR

b) Role and impact of Industrial Relations on Labours Laws Legislation.

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

a) What do you mean by workers participation in management? What are the benefits of participation in management?

OR

b) What are the consequences for failure of Collective Bargaining.

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

a) Analyze the Grievance handling process.

OR

b) Justify the new role of trade union in the context of globalization.



Total No. of Questions : 5]

SEAT No. :

[Total No. of Pages : 2

PB-4421

[6202]-14
M.B.A
HUMAN RESOURCE DEVELOPMENT
204 GC : Training and Development
(Revised 2020) (Semester - II)

Time : 2½ Hours] ***[Max. Marks : 50***

Instructions to the candidates:

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

Q1) Define the following terms (any FIVE) :

a) Simulation Training

b) Feedback Mechanism

c) Training Aids

d) Leadership development

e) Cross Training

f) Team Building Activities

g) Skill Acquisition

h) Competency

Q2) Answer any TWO :

a) "What is the significance of training in organizational development, and how would you define its role in enhancing employee skills, knowledge, and performance within the workplace"?

b) "What are the key functions involved in training processes"? Explain

c) "What are the different types of training programs available in modern workplaces"? Explain

Q3) a) Explain "How are job competencies identified and defined within an organization"?

OR

b) "What are the key considerations and methods involved in budgeting for training programs within organizations"? Explain.

P.T.O

Q4) a) "What strategies or factors facilitate the transfer of learning from training programs to real- world job performance"?

OR

b) "What are the various methods used for conducting needs assessments in organizational training programs"?

Q5) a) "What are some less conventional or emerging aids and technologies that are being utilized to improve training outcomes in modern workplaces"?

OR

b) Explain What are the key challenges faced by trainers in staying updated with industry trends and adapting their training methods accordingly?

Total No. of Questions : 5]

SEAT No. :

PB771

[Total No. of Pages : 2

[6202]-15
First Year M.B.A.(HRD)
205 (GC) : LABOUR LAWS-II
(Revised 2020 Pattern) (Semester - II)

Time : 2 ½ Hours] *[Max. Marks : 50]*

Instructions to the candidates:

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

Q1) Solve any five of the following. **[10]**

a) Define the term "Employees PF Scheme" Employees Provident Fund and Miscellaneous Provisions Act-1952?

b) List the applications of the Employees State Insurance Act-1948 as defined in Section 2.

c) Which government appoint the chairman and members of Central Board constituted under Employees' Provident Fund and how many members are appointed?

d) Define The term' exempted employee' as per the provision of the ESI Act?

e) Mention Two main objectives of The Maternity Benefit Act, 1961.

f) Define Strike under the Industrial Disputes Act,1947?

g) Formation of a Works Committee under the Industrial Disputes Act, 1947?

h) Nursing Breaks under The Maternity Benefit Act, 1961?

Q2) Solve any two of the following. **[10]**

a) Explain the provision of Sickness Benefit under ESI Act.

b) Summarize the provision regarding Leave for Miscarriage under The Maternity Benefit Act, 1961?

c) Outline main Objectives of The Employees Provident Fund Miscellaneous Provisions Act-1952.

P.T.O.

Q3) a) Discuss in brief the provisions of ESI Act, 1948 regarding the adjudication of disputes and claims? **[10]**

OR

b) Elaborate different types of benfits provided under the Employee State Insurance Act and Apply the provisions of the Act to determine the duration and Frequency of nursing breaks in a specific workplace scenario. **[10]**

Q4) 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? **[10]**

OR

b) Apply the procedures outlined in the Industrial Disputes Act to initiate the process of settlement for an industrial dispute? **[10]**

Q5) a) Evaluate the powers and duties of inspectors appointed under the Maternity Benefit Act-1961 and propose appropriate actions for carrying out their responsibilities effectively in a specific workplace setting. **[10]**

OR

b) Discuss Various kind of Leave to which a women is entitled under The Maternity Benefit Act, 1961? **[10]**



Total No. of Questions : 5]

SEAT No. :

PB4437

[Total No. of Pages : 2

[6202]-16
First Year M.B.A. (H.R.D.)
206 GC : FINANCE FOR HR
(Revised 2020 Pattern) (Semester - II)

Time : 2½ Hours] ***[Max. Marks : 50***

Instructions to the candidates:

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

Q1) Attempt any FIVE of the following : **[5×2=10]**

a) Define operating expenses.

b) Define gross profit.

c) Define depreciation.

d) Define fiscal year.

e) Define contingent liability.

f) Define cash flow statement.

g) Define income statement.

h) Recall the types of financial statements.

Q2) Attempt any TWO of the following : **[2×5=10]**

a) Explain the concept of Capital Expenditure.

b) Explain with example the concept of Due Diligence.

c) Differentiate between fixed assets and current assets.

P.T.O.

Q3) Attempt any ONE of the following : **[1×10=10]**

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

b) "HR Manager needs financial intelligence while dealing with people in organisation." Comment.

Q4) Attempt any ONE of the following : **[1×10=10]**

a) How is corporate performance evaluated? Discuss.

b) Why balance sheet balances? Explain.

Q5) Attempt any ONE of the following : **[1×10=10]**

a) How cash flow statement helps HR manager to make various business decisions?

b) Finance is an Art and Science. Comment.

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Total No. of Questions : 5]

SEAT No. : ____

PB773

[Total No. of Pages :2

[6202]-17
First Year M.B.A. (HRD)
207-UL : FUTURE OF WORK PLACES
(Revised 2020 Pattern) (Semester-II)

Time : 2 Hours] ***[Max. Marks : 50***

Instructions to the candidates:

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

Q1) Attempt any 5. **[5×2=10]**

a) Quote Competitive agile term

b) Describe Talent Management

c) Recite: Payroll

d) Define -Demographic Workforce

e) Quote term-Personal Brand

f) Describe on boarding

g) Define Diversity

h) Define term lifelong learning

Q2) Attempt any 2. **[2×5=10]**

a) Compare between critical thinking and problem solving.

b) Infer various technological revolution at workplace.

c) Interpret Various drives for changing nature of work.

P.T.O.

Q3) Attempt any 1. **[1×10=10]**

a) Articulate in your words use of AI based system in HR processes of Advertisement Company.

b) Discover various methods to change workers attitude & value system to adopt as per company culture.

Q4) Attempt any 1. **[1×10=10]**

a) Correlate "Critical thinking & problem solving skills" with Employees productive performances at workplace.

b) Illustrate tech based skills as essential need based skills at current work place with suitable examples.

Q5) Attempt any 1. **[1×10=10]**

a) Design lifelong learning skills matrix for employees of Pharma Company.

b) Develop an IT enabled platform to facilitate HR processes at Consultancy firm.



Total No. of Questions : 5]

SEAT No. :

PB774

[Total No. of Pages : 2

[6202]-18

First Year M.B.A. (H.R.D.)

208 - UL - MANAGEMENT OF EMPLOYEE TRANSFORMATION

(Revised 2020 Pattern) (Semester - II)

Time : 2 Hours] *[Max. Marks : 50*

Instructions to the candidates:

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

Q1) Solve any five of the following. **[5×2=10]**

a) What is post - merger integration?

b) Define Business process reengineering.

c) Define transformation.

d) What is HR intervention?

e) Define Leadership.

f) List the steps in management of change.

g) What do you mean by reactive change.

h) What is intercultural awareness?

Q2) Solve any two of the following. **[2×5=10]**

a) What is organizational culture? How it is created and sustained?

b) Explain the techniques adopted to overcome the resistance of change.

c) Explain the process of implementation of BPR.

P.T.O.

Q3) Solve any one of the following. **[1×10=10]**

a) Discuss the role of informal network in change management.

b) Discuss the significance of transformation in today's business world.

Q4) Solve any one of the following. **[1×10=10]**

a) What is culture management? How culture is managed during downsizing and merger acquisition?

b) Explain transformational leadership style. Discuss the role of transformational leader in transformation.

Q5) Solve any one of the following. **[1×10=10]**

a) "Business process Reengineering (BPR) is an imperative for survival" Discuss.

b) Discuss the HR interventions used during downsizing and merger - acquisition.

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Total No. of Questions : 5]

SEAT No. :

PB775

[Total No. of Pages :2

[6202]- 19
First Year M.B.A. (HRD)
209 UL : BUSINESS LAW
(Revised 2020 Pattern) (Semester - II)

Time : 2 Hours] *[Max. Marks : 50*

Instructions to the candidates:

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

Q1) Solve any five of the following. **[10]**

a) Define term contract.

b) What is Quasi Contract?

c) What is anticipatory breach of contract?

d) List features of the limited liability. Partnership Act, 2008.

e) Recall the concept of E - Contract.

f) State any two objectives of RTI act, 2005?

g) Who is public authority as per RTI act, 2005?

h) State any two objectives of competition Act, 2002.

Q2) Write short Notes on any two. **[10]**

a) Differentiate between LLP, Partnership and a company.

b) Taxation of LLP.

c) Realization and Repatriation of foreign exchange.

P.T.O.

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

a) Discuss the salient features of RTI Act, 2005.

OR

b) Enumerate the powers and functions of public Information officer.

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

a) Is competition laws a boon or bane in the Indian context? Comment.

OR

b) Appraise the rights of a consumer enshrined under the consumer protection Act, 1986.

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

a) Discuss the contravention and Penal Provisions of FEMA.

OR

b) What are the rules relating to acquisition and transfer of immovable property in India by NRI?

Total No. of Questions : 5] **SEAT No. :**

PB776 **[Total No. of Pages : 2**

[6202]-21

S.Y. M.B.A. (Human Resources Development)

301-GC : STRATEGIC HUMAN RESOURCE MANAGEMENT

(Revised 2020 Pattern) (Semester - III)

Time : 2½ Hours] ***[Max. Marks : 50***

Instructions to the candidates:

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

Q1) Define any 5 terms **[5×2=10]**

a) Work force Diversity.

b) Down-Sizing.

c) Equal employment opportunity.

d) Employee Morale.

e) Cross cultural Training.

f) Employee Involvement.

g) Employee Relation.

h) VRS (Voluntary Retirement Scheme)

Q2) Answer any two question **[2×5=10]**

a) Write difference between HRM & SHRM?

b) Explain the importance of creating learning organization.

c) Write the role of HRIS in strategic implementation.

Q3) Answer <u>any one</u> question. **[10]**

a) Elaborate the concept of complency mapping & its linkage to compensation.

b) Enumerate behavioural issues in strategic implementation of HR practices.

P.T.O.

Q4) Answer <u>any one</u> question. **[10]**

a) Explain the linkage between business strategy & training.

b) Elaborate the methods of forcasting supply & demand of HR.

Q5) Answer <u>any one</u> question. **[10]**

a) "Integrating HR strategies with business strategies is the key to organisational success". Discuss.

b) Explain the separation strategies adopted by the industry.

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Total No. of Questions : 5]

SEAT No. : ____

PB777

[Total No. of Pages : 2

[6202]-22

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

302-GC : ORGANIZATIONAL DEVELOPMENT

(Revised 2020 Pattern) (Semester - III)

Time : 2½ Hours] ***[Max. Marks : 50***

Instructions to the candidates:

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

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

a) Write the concept of Organizational Development.

b) What are values in organizational development.

c) What are the functions of OD?

d) What are the elements of Kurt Lewin Model of Organisational Change.

e) Define Organizational Diagnostic.

f) What is interpersonal and group process approaches?

g) State an organizational restructing approach.

h) Mention any two roles of change agent.

Q2) Answer the following (Anyt two) **[10]**

a) Explain the contribution of McGregor to the evolution of Management?

b) Discuss the application of systems theory towards organizational development.

c) Describe methods of obatning diagnostic information in organizational development.

P.T.O.

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

a) Elaborate diagnosis stage of organizational development.

OR

b) Explain the role of change agents in organisational development.

Q4) Answer the following (Any one) **[10]**

a) Write in detail components of organizational development approach?

OR

b) Explain interpersonal and group process approaches as a part of human process interventions.

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

a) Elaborate the different types of organizational restructuring strategies?

OR

b) Explain the role of talent management in a research institution.



Total No. of Questions : 5]

SEAT No. :

PB778

[Total No. of Pages : 2

[6202]-23
S.Y. M.B.A. (HRD)
303 GC: COMPENSATION MANAGEMENT
(Revised 2020 Pattern) (Semester-III)

Time : 2½ Hours] *[Max. Marks : 50*

Instructions to the candidates:

1) ***All questions are compulsory.***
2) ***All questions carry equal marks.***

Q1) Solve any Five. **[10]**

a) What are the objectives of the National wage policy of India? **[2]**

b) Define wages. What are the various types of wages? **[2]**

c) What is the cost to the company (CTC)? **[2]**

d) What are the objectives of compensation management in any organization? **[2]**

e) What are the different types of pay structures? **[2]**

f) Write on Different types of incentive plans for the employees **[2]**

g) Explain Statutory employee benefits in India. **[2]**

h) Define the term 'Dearness Allowance'. **[2]**

Q2) Solve any two. **[10]**

a) Explain the terms Gross salary, Net salary and CTC. **[5]**

b) What are the factors to be considered for designing a sound wage incentive scheme? **[5]**

c) What do you understand by labour productivity? Explain determinants of labour productivity. **[5]**

d) Discuss the concept of compensation Benchmarking with a suitable example. **[5]**

P.T.O.

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

a) What do you mean by job-based pay, skill pay and competency-based pay? Explain with a suitable example. **[10]**

OR

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

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

a) Assume that you are an HR manager of a manufacturing company. Using the current National wage policy, Design a wage incentive plan for class III employees/workers. **[10]**

OR

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

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

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

OR

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



Total No. of Questions : 5]

SEAT No. :

PB-779

[Total No. of Pages : 2

[6202]-24
M.B.A. (HRD)
304 GC : LABOUR LAW-III
(Revised 2020) (Semester - III)

Time : 2½ Hours] ***[Max. Marks : 50***

Instructions to the candidates:

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

Q1) Solve **any 5 out of 8** questions : **[5 × 2 = 10]**

a) Define"Apprentice" under the Apprentices Act 1961.

b) Define "Wages" under Minimum Wages Act 1948.

c) Define "Cost of living index number" under Minimum Wages Act 1948

d) Define "Illegal Strike" under the Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act, 1971

e) State any two obligation of apprentices under the Apprentices Act 1961.

f) Define "Unfair Labour Practises" under the Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act, 1971

g) What is "gratuity" under the payment of Gratuity Act, 1972

h) State any two power of investigating officer under the Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act, 1971

Q2) Write notes on **any two** provisions of Minimum Wages Act ,1948 **[2 × 5 = 10]**

a) Payment of Minimum rate of Wages

b) Wages of worker who works for less than normal working days

c) Wages in Kind

P.T.O.

Q3) Solve **any one** question : **[1 × 10 = 10]**

a) Enumerate the various unfair labour practices on the part of employers under the Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practices Act, 1971.

b) Discuss the authorities constituted under the Maharashtra Recognition of Trade Unions and prevention of Unfair labour Practices Act, 1971 and state their duties and powers.

Q4) Solve **any one** question : **[1 × 10 = 10]**

a) Explain the provision of the Payment of Gratuity Act, 1972 relating to nomination by an employee.

b) State the obligation of Employer ,both in the case of major and minor Trade Apprentices under the Apprentices Act, 1961

Q5) Solve **any one** question : **[1 × 10 = 10]**

a) What is meant by 'apprentice' under the Apprentices Act, 1961? State the qualification for being engaged as an apprentice.

b) Explain the power of Central Apprenticeship Adviser.

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Total No. of Questions : 5]

SEAT No. :

PB780

[Total No. of Pages :2

[6202]-26
S.Y.M.B.A. (HRD)
306 UL : REWARD AND RECOGNITIONS
(Revised 2020 Pattern) (Semester - III)

Time : 2 Hours] *[Max. Marks : 50*

Instructions to the candidates:

1) ***All questions are compulsory.***
2) ***All questions carry equal marks.***
3) ***Neat diagrams must be drawn wherever necessary.***

Q1) Answer in 5 Ques. (each 2 marks) **[10]**

a) ESOP : Employes stock option plan

b) Employee recognition

c) Minimum wages

d) Intrinsic Rewards

e) Knowledge workers

f) Employee recognition

g) Team pay

h) Shop floor pay

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

a) Explain objectives of Reward system

b) Concept of Broad banding with example.

c) Mention advantages & disadvantages of ESOP (Employee stock option Plan)

P.T.O.

Q3) Answer any 1 **[10]**

a) Articulate the factors essential for designing a reward system

b) Sketch the process for establishing pay gather

Q4) Answer any 1 **[10]**

a) Correlate Rewards & Recognition system with employee motivation

b) Illustrate the expatriation compensation approaches with example

Q5) Answer any 1 **[10]**

a) Design a pay slip for

i) Supervison

ii) HR mangaer

b) Critically comment on current competency based Reward systems

Total No. of Questions : 5]

SEAT No. :

PB781

[Total No. of Pages : 2

[6202]-27
S.Y.M.B.A. (HRD)
UL - 307 : Instruments in HRD
(Revised 2020 Pattern) (Semester - III)

Time : 2 Hours] *[Max. Marks :50*

Instructions to the candidates:

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

Q1) Answer any 5 questions from following. **[5×2=10]**

a) What is Career Planning?

b) Explain the term Human Resource Planning?

c) What do you mean by HRD?

d) Define Organisational Psychology?

e) What is FIRO - B?

f) Explain the term Training and Development?

g) What is Locus of control.

h) What is MAO - C

Q2) Write Short notes any Two. **[2×5=10]**

a) HRD Tools.

b) Succession Planning.

c) Coaching.

Q3) a) Describe the framework of HRD? How does HRD affect organisational effectiveness? **[10]**

OR

b) Expalin in detail MAO - B Framework.

P.T.O.

Q4) a) What is 16 PF? What are the Primary facts of 16 PF? **[10]**

OR

b) What is assessment and development center? What are the benefits of its?

Q5) a) Why should HR be aligned with an Organisations Strategic Plan? **[10]**

OR

b) What do you mean by MBTI? Explain 04 MBTI Type.

Total No. of Questions : 5]

SEAT No. : ____

PB4510

[Total No. of Pages : 2

[6202]-28

Second Year M.B.A.(Human Resource Development)

308 UL : BEST PRACTICES IN HR

(Revised 2020 Pattern) (Semester-III)

Time : 2 Hours] ***[Max. Marks : 50***

Instructions to the candidates:

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

Q1) Solve any five (2 marks each) **[5×2=10]**

a) Define knowledge management.

b) List the 4 balance scorecard perspectives.

c) What is HR Accounting.

d) List 4 problems in Accounting for Human resource.

e) Define the scope of HR Audit.

f) What are the various costs in HR accounting.

g) List 2 uses of knowledge management.

h) What is management control.

Q2) Solve any two (5 marks each) **[2×5=10]**

a) Explain the importance of balance scorecard.

b) Discuss the importance of HR Audit in an organization.

c) Discuss what can be included in knowledge management system.

P.T.O.

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

a) Explain the areas which can be covered in an HR audit.

b) How can one create a balance score card for a start up?

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

a) What problem will be faced by an HR during the HR accounting? Also discuss what parameters will be covered during the HR accounting?

b) You are appointed as an HR Manager of an IT company, and given the task of accounting for recruitment, selection and on boarding discuss in detail what costs will you take into consideration.

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

a) Discuss with suitable examples the best practices in HR which are implemented in Manufacturing sector.

b) Explain the types of Knowledge management? What are the challenges and benefits of knowledge management.

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Total No. of Questions : 5]

SEAT No. : ____

PB783

[Total No. of Pages : 2

[6202]-31
S.Y. M.B.A. (HRD)
401-GC : COMPETENCY MAPPING AND CAREER DEVELOPMENT
(Revised 2020 Pattern) (Semester - IV)

Time : 2½ Hours] ***[Max. Marks : 50***

Instructions to the candidates:

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

Q1) Define the following terms (Any 5) **[5×2=10]**

a) Competency
b) Career Planning
c) Operant traits of competency
d) Trait & Self Concept
e) Career path
f) KSA
g) Self concept
h) EVA

Q2) Answer any two question **[2×5=10]**

a) State the difference between leadership and managerial competency models.
b) State the difference between Career Path and Career Transition.
c) Discuss the concept of Career Development.

Q3) Answer the following question. **[10]**

a) Explain the process of 360 Degree Feedback.

OR

b) Explain the steps involved in developing competency model.

P.T.O.

Q4) Answer the following questions. **[10]**

a) Explain different methods used by the employer to enhance employee career.

OR

b) Discuss iceberg model of competency in detail.

Q5) Answer the following question. **[10]**

a) Design a career planning for an engineering graduates and explain the module in detail.

OR

b) Assess the impact of differentiating competencies on organizational performance.



Total No. of Questions : 5]

SEAT No. : [ ]

PB784

[Total No. of Pages : 2

[6202]-32

M.B.A. - II (H.R.D.)

GC-402 : PR & CORPORATE COMMUNICATION

(Revised 2020 Pattern) (Semester - IV)

Time : 2½ Hours] ***[Max. Marks : 50***

Instructions to the candidates:

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

Q1) Attempt Any five **[10]**

a) Define Corporate identity.

b) Identify the first step in planning a publicity compaign.

c) What is a 'House Journal'.

d) What is objective of Public Relations?

e) Write a note on corporate Advertising concentrate.

f) Write the importance of Video conferencing.

g) Identify the form of communication in changing pre-dispositions towards an problem.

h) What areas are included in corporate communication.

i) Why is public relation important.

j) What are the effects of PR on corporate Success.

Q2) Attempt Any two **[10]**

a) Write a short note on corporate image?

b) What is the role of PR officer.

c) What are the important elements to be considered while preparing the PR strategies.

P.T.O.

Q3) a) What key factors should be taken into account when formulating public relations campaigns for optimal design & effectiveness. **[10]**

OR

b) What are the various tools used in E-PR. What are the Advantages & disadvantages of E-PR & PR.

Q4) a) In what ways does the psychology of a consumer intersect with the principles & practices of public relations? **[10]**

OR

b) How does corporate reputation intertwine with the amalgamation of corporate image & corporate identity?

Q5) a) How does a PR department contribute during organisational crises, ensuring effective communication and reputation management. **[10]**

OR

b) What attributes define a successful newsletter and how does regular publication benefit organisation in terms of communication, engagement and awareness?



Total No. of Questions : 5]

SEAT No. :

PB785

[Total No. of Pages : 2

[6202]-33

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

403GC : LABOUR LAWS - IV

(Revised 2020 Pattern) (Semester-IV)

Time : 2 ½ Hours] *[Max. Marks : 50*

Instructions to the candidates:

1) ***All questions are compulsory.***
2) ***All questions carry equal marks.***

Q1) Answer any 5 out of 8. **[5×2=10]**

a) State the extent of Bonus Act.

b) Define certifying authority as per IT Act.

c) What is cyber space as per IT Act.

d) What are Z commisions under Human Rights Act.

e) What is the minimum and maximum Bonus limit.

f) Human Rights Act was Amended in the year _____

g) Define Private key in IT Act.

h) Who are eligible for Bonus.

Q2) Answer any 2 out of 3. **[2×5=10]**

a) Write a brief note on electronic signature.

b) A person has worked for 35 days in an accounting year. Is he eligible or entitled to be paid bonus for that year. Mention the reason in detail.

c) Write a brief history of Trade Unions in India.

P.T.O.

Q3) Answer the following. **[1×10=10]**

a) State the provisions related to accounts and Audit under chapter VII of protection of Human Rights Act.

OR

b) Discuss in detail about the provision of set-on & set-off under Bonus Act.

Q4) Answer the following. **[1×10=10]**

a) State the provisions related to revocation of Digital Signature. Also discuss the competent authority under IT. Act.

OR

b) Mr. Amit is working as a manager in retail shop his basic salary is

Rs. 7,000 per month. Calculate his maximum & minimum bonus. Also explain the time limits within which the employer must pay bonus to the employees.

Q5) Answer the following. **[1×10=10]**

a) Write in detail about the composition of National Human Rights Commission. Also discuss its powers.

OR

b) Explain the objects on which general funds of a registered trade union shall be spent under trade union Act.



Total No. of Questions : 3]

SEAT No. :

PB-786

[Total No. of Pages : 6

[6202]-34

M.B.A. (H.R.D.)

404 GC : CASES IN HUMAN RESOURCE

(Rev. 2020) (Semester - IV)

Time : 2½ Hours] ***[Max. Marks : 50***

Instructions to the candidates:

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

Case No - 1 :

Naveen Sugar Private limited is a large private company employing about 2,000 workers. It has annual turnover of Rs. 2.91 billion. The HR department of the company is headed by Mr Arvind, HR expert with MBA in Human Resource Management and Bachelor's degree. Naveen sugar is a strongly unionized company with nearly 75% of the employees belonging to the only Union in the company and the management of the company had a cordial relationship with its employees and their Union. However, the recent incident occurred in the crushing division of this company has strained this relationship.

Mr Rajesh is a shop level Union representative with 20 years of service in the company. He is around 49 years of age and has been employed in the crushing division of the company. Of late he has not been performing well at the work. When the HR Manager try to find out the reason from his friends in factory. They replied that he had acute family problems and was depressed. One day while on the duty in the day shift, Rajesh had left his work place without proper permission and returned after 2 hours. However, his immediate superior prevented him from resuming the work. Enraged by the refusal, Rajesh engage in fierce argument with the superior and misbehaved with him. He also disrupted the work of his co-workers and abused all those who did not support him. Rajesh was immediately suspended from the duty pending enquiry and charged with dereliction of the duty and disruptive work of the company while on the duty.

P.T.O.

But before the management could proceed with disciplinary action, Rajesh submitted and application stating that he could not continue in the employment of the company on account of health and voluntarily offered to seek retirement. The top Union leaders of the company strongly backed the request of Rajesh and insisted that the company treat him with compassion. The top management was also in favour of this idea. The HR manager insisted on completing the disciplinary proceedings. Since that Rajesh might create a problem at a later stage, if the case was not disposed of properly. He also observed that he might even demand reinstatement and all other benefits. Eventually the management conferred with the view of HR manager and rejected the request of the aggrieved employee. It also instructed the HR department to begin the disciplinary proceedings. Aghast at this development, the union leaders conducted an emergency meeting and announced a series of agitations. Peeved at this development, the management blamed the HR manager and asked him to find out the way out of the mess.

Questions : **[25]**

Q1) How do you view the request of Rajesh seeking voluntary retirement from the company? Does it deserve compassion from the management?

Q2) Do you agree that the approach of the HR Manager towards this issue?

Q3) What should the management do now for resolving the mess?

Q4) Summarise the case.

Q5) Give a suitable title to the case.

Case 2 :

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

a) Retrench workers up to a maximum of 30%.

b) Partial lockout of 2 out of 5 units.

c) Freeze the wages for the next two years.

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

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

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

b) Recall the retrenched workers when the economy or order position improved.

c) Union must have access to accounting figures or order book position and other relevant economic indicators.

d) Introduce 5 days a week instead of present 6 days a week.

e) Pay supplementary or unemployment wages to the retrenched workers

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

Questions : **[25]**

Q1) Do you consider the demands reasonable? if not, why?

Q2) Prepare a brief for management and points they should race with the union in the next negotiation face.

Q3) Prepare the points required to defend unions point of you.

Q4) Give suitable title to this case.

Q5) Summarise the case.

Case 3 :

Tengo Ltd is a manufacturer of notebook computers. Since first entering the market in 2000, it has enjoyed rapid growth due to the ongoing popularity of its low-cost laptops aimed at the student market and the development of a range of higher-spec 'business' notebooks. Its products self in 30 countries across Europe and the Far East, although its main manufacturing operations, research and development and support functions (HR, finance, sales, marketing and IT) continue to be based in the UK where over 500 members of staff are employed. Given that Tengo trades exclusively over the Internet – it does not have retail outlets nor does it sell its products through high street retailers – the customer contact centre provides a number of key functions : it is the customer point of contact for spares, accessories and extended product warranties; it provides technical support for existing customers; and it is the channel for customer complaints and enquiries about Tengo products. The contact centre was built three years ago on a greenfield site on the outskirts of a large town in the Midlands. There are a number of other customer contact centres situated nearby and, following a number of new employers locating to the region, competition for labour is intense, especially for those with prior call centre experience. The workforce in the contact centre consists of a customer service director, a HR advisor, a call centre manager, eight team supervisors and 70 contact centre advisors. Tengo 's call centre is known locally to offer comparatively high pay, however a recent benchmarking study of local competitors found that other terms and conditions of employment were less favourable. In particular, advisors were required to work longer shifts than employees in other nearby centres and received less holiday entitlement and fewer opportunities for training and development.

There is no trade union presence at the Tengo call centre but management employs a number of direct and indirect techniques to disseminate information and to involve employees in managerial decision-making. These include a workplace consultative council, regular team briefings and a monthly e-newsletter which outlines changes to company policy and publicises company social events and the outcome of the employee of the month award. Two representatives from the workplace council sit on the company council who meet with senior company management and representatives of the other divisions of Tengo Ltd. The company also seeks to promote an 'open- door' culture where employees feel able to informally raise suggestions for service or performance improvements or to discuss and remedy concerns with their line manager.

The call centre consultative council consists of eight 'elected' worker representatives who meet on a bi-monthly basis with the HR director, who chairs the meetings, and the customer service director. A wide range of work-related matters are discussed at the council, including the adoption of new technology, staffing levels, health and safety and customer service problems. Pay and terms and conditions of employment are, however, beyond the remit of the council. For management, the council fulfils a number of important functions. First, it is seen as a valuable means of reinforcing information passed on through the direct channels of communication. Second, it is felt to lend legitimacy to managerial decisions and to lead to greater employee acceptance of these decisions. Third, it has, on occasion, proved useful in highlighting flaws in managerial thinking or challenged assumptions which have led to better decision-making. Despite these recognised benefits, the customer service manager often expresses frustration with the operation of the works council and the need to 'run even the slightest little thing' by the worker representatives. Workers view the council rather differently to management. Many call centre operators are suspicious of the motives of the council and hold the view that it fails to provide a strong enough voice for employees, doesn't address many real issues of concern (such as overtime pay) and, fundamentally, does not constitute proper worker participation. Employees also tend to view the worker representatives on the council with suspicion. In reality, worker representatives are not elected by their colleagues but rather are simply picked by managers from those that put themselves forward for the role. Representatives tend to be seen as trying to ingratiate themselves with managers and, rather than acting as a counterweight to managerial decision-making, simply go along with whatever managers say in order to further their own careers. Indeed, in the last two years a number of employee representatives have been given promotions which others in their team view as unwarranted. Despite these reservations, some employees feel that the council has, at times, acted in their interests and could prove to be a useful means of expressing grievances without having to approach management directly. Indeed, until recently, employee relations at the call centre have been relatively harmonious.

In the light of a recent restructuring and spate of redundancies at the call centre, to both streamline a 'bloated' workforce and to improve the quality of customer service, a number of employees have begun to strongly question the role of the works council in resisting or challenging these decisions and there is a growing consensus that a trade union presence is necessary to protect workers' interests. In reality, the employee representatives on the council did put forward a number of suggestions in response to management's proposals, all of which were rejected in favour of the original decision to enforce a number of redundancies. Operators know of a number of nearby call centres where workers

are members of the Communications Workers Union (CWU) and where terms and conditions of employment are better than at Tengo. A number of Tengo workers have arranged to meet with a local representative of the union to discuss the issues being experienced at Tengo and to explore the benefits of membership, with the ultimate aim of securing union recognition.

A representative on the consultative council has made the customer service director aware of the ill-feeling among the staff and the desire for trade union representation. The customer service director has passed on this information to the HR director who is both surprised and appalled at the news. Whilst assuming that staff would feel insecure and resentful about the restructuring and redundancies, he had thought that this could be dealt with via the usual channels of communication. Consistent with its association with new technology, the HR director views Tengo as a progressive employer and is keen to resist any trade union presence at the call centre.

Questions :

Q1) Reflecting on the competing perspectives on the employment relationship, how can we account for the different views of managers and employees on the effectiveness of the consultative council? **[10]**

Q2) Why might the HR director have expressed a desire for Tengo to remain union-free? Given the current employee relations climate at Tengo, what benefits might accrue to management from a union presence at the company? **[15]**



Total No. of Questions : 5]

SEAT No. : ____

PB-4759

[Total No. of Pages : 2

[6202]-35
M.B.A. (H.R.D.)
405 - UL : International HR
(2020 Pattern) (Semester - IV)

Time : 2 Hours] ***[Max. Marks : 50***

Instructions to the candidates:

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

Q1) **Solve any five :** **[5 × 2 = 10]**

a) Define Staffing.

b) What is cultural shock.

c) Write any two drivers of Globalization.

d) Write any two differences between domestic and international HRM.

e) Mention any to problems in international staffing.

f) What is successfull repatriation.

g) Define PCN.

h) Elaborate any two functions of Trade Union.

Q2) **Solve any two :** **[2 × 5 = 10]**

a) Discuss in details the sources of international human resource power selection.

b) State the significance of HRP, explain the issues in staff selection in international context.

c) Write a brief note on successful compensation management for international employee.

P.T.O

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

a) Illustrate the various criteria to be considered while selecting the employees at International level.

b) "Globalization is responsible in changing the overall business scenario" discuss in details.

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

a) "Effective performance apprisal system plays an important role in managing internation employee". Illustrate.

b) Discuss in details the recruitment and selection methods in acquiring the talent for the International operations.

Q5) **Solve any one :** **[10]**

a) Discuss in details the role of Trade Union in multinations for managing Industrial Relation.

b) "Managing Global and diverse work force is a challenging task". Explain in detail.



Total No. of Questions : 5]

SEAT No. :

PB788

[Total No. of Pages : 2

[6202]-36
M.B.A. - II (HRD)
UL - 406 : COLLECTIVE BARGAINING
(Revised 2020 Pattern) (Semester - IV)

Time : 2½Hours] *[Max. Marks :50*

Instructions to the candidates:

1) ***All questions are compulsory.***
2) ***All questions carry equal marks.***

Q1) Solve any Five. **[5×2=10]**

a) Define collective Bargaining. **[2]**

b) What are the theories of collective Bargaining. **[2]**

c) Give the origin of the term collective Bargaining. **[2]**

d) How collective Bargaining is beneficial to employers and employees. **[2]**

e) Define the Bargaining unit. **[2]**

f) Explain the role of the negotiator in collective Bargaining. **[2]**

g) What do you mean by productivity-linked wages. **[2]**

h) Differentiate between Fair Wage and living Wage. **[2]**

Q2) Solve any two. **[2×5=10]**

a) Explain how to improve negotiation in industrial disputes. **[5]**

b) What preparations are to be made for CB. **[5]**

c) Explain the role of the negotiator in collective bargaining. **[5]**

Q3) Solve any one.

a) Why it is important for parties in the employer and employee relationship to negotiate an agreement as part of the process of collective bargaining? How can companies uphold the right to collective bargaining? **[10]**

OR

b) "Negotiations are about changing the status quo which contributes significantly to business success." If unions have negotiated unreasonable agreements, what responsibility does management or the administration bear for agreeing to these terms? Why do you think they do agree? **[10]**

P.T.O.

Q4) Solve any one.

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

OR

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

Q5) Solve any one.

a) Explain in detail Hick's analysis of wage setting under the Collective Bargaining and Behavioural theory of labour negotiation. **[10]**

OR

b) Do companies have the responsibility to promote Collective Bargaining? Is it enough for the company to engage in Collective Bargaining when the workers agree to it? **[10]**