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[4771]-1001

M.P.M. (First Semester) EXAMINATION, 2015

101 : PRINCIPLES AND PRACTICES OF MANAGEMENT

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) Each question has internal option.

(iii) Each question carries 10 marks.

1. (a) Different levels of Management require different level of skills.  
Discuss with suitable examples. [10]

*Or*

(b) Explain the concept and nature of Management, definition, need and scope. [10]

2. (a) Corporate governance avoids business frauds. Comment. [10]

*Or*

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

3. (a) Discuss in detail, why Taylor is regarded as the father of Scientific Management ? State distinctive contribution done by him to the theory of Management. [10]

*Or*

(b) Systems theory is an integrated and holistic approach to Management. Discuss. [10]

P.T.O.

4. (a) Discuss the relationship between “Planning and Control”. [10]  
*Or*  
(b) Decentralization leads larger span of control”. Discuss in detail. [10]
5. (a) Discuss in detail various decision-making models and also explain/ state the constraints in the decision-making process. [10]  
*Or*  
(b) “Effective decision-making leads the organization towards success.” Explain the statement with suitable example. [10]

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**[4771]-1002**

**M.P.M. (First Semester) EXAMINATION, 2015**

**102 : ORGANIZATIONAL BEHAVIOUR**

**(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.

1. (A) Define Organization Behaviour. Explain relationship between OB and the Individual. [10]

*Or*

(B) Explain the organizations perspectives of organizational effectiveness. Also explain role of people in organizational performance. [10]

2. (A) What is an 'Attitude' ? Explain the relationship between the Attitude and Behaviour. [10]

*Or*

(B) Explain the meaning of Personality ? Enumerate the Big Five Personality Model with suitable examples. [10]

P.T.O.

3. (A) Explain the meaning of “Conflict”. Also explain the various types of conflict. [10]

*Or*

- (B) What is contemporary leadership ? Explain the various issues involved in contemporary leadership. [10]

4. (A) Explain the meaning of “Organizational Culture”. Also explain the importance of work place spirituality in organizational culture. [10]

*Or*

- (B) What is “Organization Structure” ? Explain it with suitable example. [10]

5. (A) Explain the meaning of organizational change. Also explain the various types of organizational change. [10]

*Or*

- (B) “Employees in the organization don’t like to change in their routine work” Justify. Also suggest suitable steps to overcome the employee resistance to change. [10]

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[4771]-1003

M.P.M. (First Semester) EXAMINATION, 2015

103 : ECONOMICS FOR HUMAN RESOURCE MANAGEMENT

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) Draw neat diagrams wherever necessary.

(iii) Figures to the right indicate full marks.

(iv) Attempt any *five* questions.

1. Explain the meaning and challenges in hiring from alternative skills sets. [10]

*Or*

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

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

*Or*

Discuss the role of internal job markets in wage setting. [10]

3. Explain the various types of variable pay and explain its role in influencing motivation. [10]

*Or*

Bring out the importance of designing economically efficient wage contract. [10]

P.T.O.

4. Does the process of designing incentives help in retaining critical workers ? Explain. [10]

*Or*

Explain the impacts and changes in labour mobility after 1991 LPG Policy. [10]

5. Describe the various factors leading to employee discrimination. [10]

*Or*

Write the usefulness of “Law against discrimination”. [10]

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[4771]-1004

M.P.M. (First Semester) EXAMINATION, 2015

104 : HUMAN RESOURCE MANAGEMENT

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) Each question carries 10 marks.

1. Explain the objectives and functions of HRM.

*Or*

Explain the concepts : HRIS and Human Capital Management. [10]

2. Assuming a manufacturing firm, explain with examples and figures, how HR demand forecast is carried out.

*Or*

Explain in detail how Induction Training is done. [10]

3. How shall you identify the training need for middle level managers of a tourism company ? Draft the format.

*Or*

Explain any two methods of Job Evaluation. [10]

4. Explain with an example components of wage and standard deductions allowed from wage.

*Or*

Design and justify an incentive scheme for a salespersons in an FMCG company. [10]

5. Explain the role of Trade Union in IR.

*Or*

Differentiate between any one of the following :

(a) Dismissal and Suspension

(b) Resignation and Superannuation. [10]

[4771]-1004

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**[4771]-1005**

**MPM (First Semester) EXAMINATION, 2015**

**105 : LABOUR LAW-I**

**(2013 PATTERN)**

**Time : Two Hours**

**Maximum Marks : 50**

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

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

1. (a) Define factory and explain the nature and scope of Factories Act, 1948.

*Or*

(b) What are the welfare provisions prescribed by the Factories Act, 1948 ?

2. (a) List down the authorized deductions. When deduction made for “absence from duty” be considered authorized under Payment of Wages Act, 1936 ?

*Or*

(b) Define wages. What are the objectives and scope of Payment of Wages Act, 1936 ?

P.T.O.



3. (a) Explain provisions relating to certification of standing order prescribed by Industrial Employment Standing Order Act, 1946 ?

*Or*

- (b) Explain the nature and scope of Industrial Employment Standing Order Act, 1946. What is model standing order ?
4. (a) Define Establishment and explain the process for registration of establishment under Bombay Shops and Establishment Act, 1948.

*Or*

- (b) What are the provisions relating to Residential Hotels under Bombay Shops and Establishment Act, 1948 ?
5. Write short notes on (any *two*) : [5 marks each]
- (a) Role of I.L.O.
- (b) Define wages under Payment of Wages Act
- (c) Certifying surgeons
- (d) Posting of standing orders.

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[4771]-1006

M.P.M. (First Semester) EXAMINATION, 2015

106 : RESEARCH METHODOLOGY

(2013 PATTERN)

Time : *Two* 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 mark for that question/  
sub-question.

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

(vi) Support your answers with suitable live examples.

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

1. (A) Briefly describe the different steps involved in Research  
Process. [10]

*Or*

(B) Explain meaning of research with its objectives. [10]

P.T.O.

2. (A) What is hypothesis ? Discuss the qualities of a good Hypothesis. [10]

*Or*

- (B) What do you mean by Management Question ? How can research question help managers to simplify research ? [10]

3. (A) “Research Design is blue print of Research.” Explain. [10]

*Or*

- (B) Department of Health of Government wants to conduct a study on smoking habits of people. Which research design can help researcher in this study ? [10]

4. (A) Explain interval and Ratio levels of measurement in research. [10]

*Or*

- (B) An investigative question in your employee satisfaction study seeks to access employee “Job Involvement”. Create a measurement question that uses the following scales : [10]

(a) Graphic rating scale

(b) Semantic Differentiate scale.

Which scale do you recommend and why ?

5. (A) Define stratified random sampling with suitable example. [10]

*Or*

(B) NGO is doing a study about different welfare schemes implemented by Government. Which method of collecting data is the most suitable for conducting enquiry regarding family welfare programme in India. Explain its merits and demerits. [10]

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[4771]-1007

**M.P.M. (First Semester) EXAMINATION, 2015**

**PERSONNEL ADMINISTRATION AND SYSTEM PROCEDURE**

**(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 mark for that question/  
sub-question.

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

(vi) Support your answers with suitable live examples.

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

1. (A) Define Personnel Policy. Give the importance of Time-  
keeping. [10]

*Or*

(B) What are the elements of Personnel Policy ? Describe Leave  
records. [10]

P.T.O.

2. (A) Draft an Appointment letter for the post of Senior Sales Executive. [10]

*Or*

- (B) Draft a letter of Promotion for an IT employee. [10]

3. (A) Draft a show cause notice for Mr. Ajay, for habitually being late. [10]

*Or*

- (B) Draft a Memo for an employee for not being in uniform. [10]

4. (A) Differentiate between Job Description and Job Specification. [10]

*Or*

- (B) Job rotation helps to refresh an employee from his routine work. Comment. [10]

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

*Or*

- (B) The salary of Vijay is Rs. 4,000. His Dearness Allowance is Rs. 500. He has served the company for 7 years and 8 months. Calculate his gratuity. [10]

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[4771]-2001

**M.P.M. (Second Semester) EXAMINATION, 2015**

**201 : LABOUR WELFARE**

**(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.

1. (A) Define Labour Welfare. Give the objectives and principles of the existence of labour welfare. [10]

*Or*

(B) Introduce ILO and ILC with its objectives and structure. [10]

2. (A) What are the various roles and duties performed by a Labour Welfare Officer. [10]

*Or*

(B) Are the roles and duties of a Personnel Manager same as to the Labour Welfare Officer. [10]

P.T.O.

3. (A) Describe the role of government in labour welfare activities. [10]

*Or*

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

4. (A) Write a note on Workers Education Scheme. [10]

*Or*

(B) Productivity and integration are linked with workers participation in management. Comment. [10]

5. (A) Labour welfare is related to the mental, social and physical health of an employee. Comment. [10]

*Or*

(B) Write a note on theories of labour welfare. [10]



Total No. of Questions—5]

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[4771]-2002

**M.P.M. (Second Semester) EXAMINATION, 2015**

**INDUSTRIAL ORGANISATIONAL PSYCHOLOGY**

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

(v) Support your answers with suitable live examples.

1. (A) Discuss the nature, importance and scope of Industrial Psychology in environment. [10]

*Or*

(B) Explain the factors responsible for Human Behaviour in Industry. [10]

2. (A) What are the factors causing individual differences ? Justify. [10]

*Or*

(B) Discuss factors responsible for efficiency and productivity. [10]

P.T.O.

3. (A) Discuss the concept of Psychological Testing. How will testing enhance productivity ? [10]

*Or*

- (B) Discuss Psychological tools applicable in Industry ? Explain the concept of reliability of these tests. [10]

4. (A) Discuss in detail Group Dynamics. What characteristics influence Group Dynamics ? [10]

*Or*

- (B) Discuss in detail on Group Behaviour influencing efficiency and productivity. [10]

5. (A) Discuss factors influencing Experimental Method in Psychological Research. [10]

*Or*

- (B) Explain in detail limitations of Psychological Research. [10]

Total No. of Questions—5]

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**[4771]-2003**

**MPM (Second Sem.) EXAMINATION, 2015**

**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. What is Industrial Relation ? Explain the importance and scope of Industrial Relations.

*Or*

Explain the importance of Industrial Relations and its role and impact on Employer, Trade Union.

2. Define Trade Union. Explain objectives and functions of Trade Union.

*Or*

Explain the role of Trade Union in the context of Globalisation.

3. What is Industrial Dispute ? Explain the causes of Industrial Disputes.

*Or*

Explain the machineries to solve the Industrial Disputes under Industrial Disputes Act, 1947.

P.T.O.

4. What is Collective Bargaining ? Explain the characteristics and importance of Collective Bargaining.

*Or*

Explain the process of Collective Bargaining and causes of failure of Collective Bargaining.

5. Explain the role of Personnel Manager in promoting and establishing peaceful Industrial Relations.

*Or*

Explain the grievance handling procedure in detail.

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**[4771]-2004**

**MPM (Second Semester) EXAMINATION, 2015**

**204 : TRAINING AND DEVELOPMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) Each question carries equal marks.

1. What is training ? Explain the objectives of training.

*Or*

What are the functions of Training Department ?

2. Explain the ways to indentify and determine the training needs.

*Or*

Explain Training Need Analysis (TNA) in detail.

3. Explain the following concept :

(a) Training for Cutural Diversity

(b) Training for Leadership.

*Or*

Define Management Development Programmes (MDP). Explain objective and principles of MDP.

P.T.O.

4. What is Training Evaluation ? Explain the reasons and techniques of training evaluation.

*Or*

Explain in detail about Kirkpatrick and CIRO mode of training evaluation.

5. What are the basic principles of multimedia training ? How do learner and organisers benefit from this ?

*Or*

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

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[4771]-2005

M.P.M. (Second Semester) EXAMINATION, 2015

205 : LABOUR LAWS-II

(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.

1. (A) Explain the following terms under Provident Fund Act, 1952 :

(i) Eligibility for membership

(ii) Contributions

(iii) Objectives of the Employee Provident Fund Act.

*Or*

(B) Explain briefly the provisions relating to nomination under The Employees Provident Funds and Miscellaneous Act, 1952.

2. (A) What are the different types of benefits provided by the Employees State Insurance Act, 1948 ?

*Or*

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

P.T.O.

3. (A) Define Industrial dispute. Explain the machinery for the settlement of an industrial dispute.

*Or*

- (B) What is lay-off ? Discuss the right of a workman for lay-off compensation. When is the compensation not payable to a laid-off workman ?

4. (A) What are the benefits available under The Maternity Benefit Act, 1961 ?

*Or*

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

- (i) Maternity benefit on death of a woman;
- (ii) Leave for miscarriage.

5. (A) When is the employment of a woman prohibited and right to payment of maternity benefit ? [10]

*Or*

- (B) Explain the provisions relating to power of inspectors to direct payments to be made and forfeiture of maternity benefit under The Maternity Benefit Act, 1961.



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**[4771]-2006**

**MPM (Second Semester) EXAMINATION, 2015**

**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.

(iii) Figures to the right indicate full marks.

1. (a) Define 'Financial Intelligence'. Why is it important for a human resource manager to be financially intelligent ?

*Or*

(b) Explain the need for evaluating a company critically in view of liquidity and profitability.

2. (a) Explain the following concepts :

(i) Profit and Loss A/c

(ii) Operating and Non-operating expenses.

*Or*

(b) Compare 'capital expenditure' with 'revenue expenditure'.

P.T.O.

3. (a) Explain the following concepts :

(i) Debtors and creditors

(ii) Depreciation.

*Or*

(b) Explain with examples 'Fixed' Assets and 'Current' Assets.

4. (a) What is financial transparency ? Explain various accounting concepts and conventions which ensure transparency in financial records.

*Or*

(b) Explain 'Corporate Performance Management'. Give essential elements of the same.

5. (a) What is Balance Sheet ? Give advantages and limitations of the same.

*Or*

(b) What is Cash Flow Statement ? Explain investing, financing and operating activities with examples.

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**[4771]-2007**

**MPM (Second Semester) EXAMINATION, 2015**

**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. (a) 'QMS integrates the various internal processes within the organization'. Comment.

*Or*

(b) Write the objectives and benefits of QMS. Explain processes carried out under QMS.

2. (a) Six Sigma is an organizational tool to improve the capability of their business. Explain.

*Or*

(b) What is Six Sigma ? Explain the steps involved in implementing six sigma.

P.T.O.

3. (a) Why should a company implement ISO ? Explain the benefits of implementing ISO.

*Or*

- (b) Explain the importance of ISO certification and various certification series under ISO.

4. (a) Kaizen concept is critical to the success of large organization. Explain.

*Or*

- (b) Explain the concept, definition and processes of Kaizen.

5. (a) What is the concept of 5 S ? Explain various benefits of 5 S.

*Or*

- (b) 5 S methodology can also be used in software companies. Comment.

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**[4771]-3001**

**M.P.M. (Third Semester) EXAMINATION, 2015**  
**301 : STRATEGIC HUMAN RESOURCE 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 the importance of SHRM ? What are the objectives of SHRM ?

*Or*

With examples (any *five*) explain, how H.R. strategies are related with business strategies. [10]

2. Explain the concepts : Equal employment opportunity and employee relations.

*Or*

How “work-life balance” and “dual-career couples” can be practically implemented ? [10]

3. Explain in depth any *two* modern methods of recruitment.

*Or*

Draft at least *five* feasible strategies for retaining employees. [10]

4. Explain “Career Management” from H.R. strategic perspective.

*Or*

Draft a training evaluation questionnaire based on Kirk-Patrik model for Front Office people in a star hotel. [10]

5. Differentiate between the Global HRM and Domestic HRM.

*Or*

You are Senior Head HR. Device strategies for retrenchment and VRS with benefits. [10]

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[4771]-3002

M.P.M. (Third Semester) EXAMINATION, 2015

302 : ORGANISATIONAL DEVELOPMENT

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

*N.B.* :— (i) Answer *all* questions.

(ii) Figures to the right indicate full marks.

1. (a) Define “Organisation Development” and explain values and assumptions in Organisational Development. [10]

*Or*

(b) Describe the importance and evolution of Organisation Development in your own language. [10]

2. (a) Explain the concept of “Organisation Development” as propounded by Kurt Lewin. [10]

*Or*

(b) What do you mean by “Parallel Learning Structure” ? Explain its significance in the context of Organisational Development. [10]

3. (a) Discuss the process of ‘Organisation Development’ in brief and explain the role of ‘Change Agent’ in it. [10]

*Or*

(b) Discuss the term ‘Intervention’ in Organisation Development and bring out the significance of evaluating and institutionalizing intervention. [10]

P.T.O.

4. (a) Discuss Interpersonal and Group Process approaches in the context of Human Process Intervention. [10]

*Or*

(b) What are the steps involved in Action Research Model of O.D. ? Discuss in detail. [10]

5. (a) How to manage workforce diversity in an organisation ? Discuss. [10]

*Or*

(b) Explain the role of employees involvement in the context of OD Intervention. [10]

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**[4771]-3003**

**M.P.M. (Third Semester) EXAMINATION, 2015**

**303 : COMPENSATION MANAGEMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) All questions carry equal marks.

1. (a) Explain the concept : “Determining Principles of Compensation”. [10]

*Or*

(b) What is Compensation Management ? Discuss the various types of executive compensations. [10]

2. (a) Discuss the term Labour Market. State the different types of labour market in India. [10]

*Or*

(b) What do you understand by Labour Turnover ? Enumerate the causes of labour turnover and indicate some steps which may reduce labour turnover ? [10]

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

*Or*

(b) Explain the concept of wage policy. What are the various objectives of National Wage Policy ? [10]

P.T.O.



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

*Or*

(b) What are the various Wage Incentive practices followed in India ?  
State special features for wage incentive schemes designed for  
employees in service sector. [10]

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

*Or*

(b) Discuss the various components of employee benefit and its  
tax obligation. [10]

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[4771]-3004

M.P.M. (Third Semester) EXAMINATION, 2015

304 : HR BEST PRACTICES

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) Figures to the right indicate full marks.

1. (a) Define HR Accounting. Explain various cost based and value based methods of valuation of Human Asset. [10]

*Or*

(b) “An HR Audit is not statutory but still necessity.” Discuss. [10]

2. (a) Top management of Hi-Tech Engineering Services Ltd. has recently approved its plan of major expansion. In view of that G.M. of the organization, Mr. Ganeshan insisted on H.R. Audit of company’s existing employee hiring practices to find out its effectiveness for new recruitment drive. [10]

As a HR expert prepare :

(i) List of documents you wish to verify while conducting HR Audit.

(ii) List of sample questions (Checklist) to understand weak spots if any, exist in current employee hiring practices.

*Or*

(b) What do you understand by the term “Best Practice” ? Explain in detail any *four* (4) Best Practices in H.R.M. which are adopted by several companies. [10]

P.T.O.

3. (a) Explain organizational sustainability. What are the benefits of organizational sustainability to the organization. [10]

*Or*

- (b) Write short notes on :  
(i) Responsibility Accounting  
(ii) Different types of knowledges in K.M. [10]

4. (a) What is Balanced Score Card ? Explain in detail 4 perspectives of Balanced Score Card ? [10]

*Or*

- (b) What is HR Score Card ? What are the advantages and disadvantages of HR Score Card. [10]

5. (a) Explain K.M. What are the various positive and negative consequences of K.M. ? [10]

*Or*

- (b) Define K.M. Explain its importance for today's organization. [10]

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[4771]-3005

M.P.M. (Third Semester) EXAMINATION, 2015

305 : LABOUR LAWS-III

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

**N.B.** :— (i) All questions are compulsory. Each question has an internal option.

(ii) Each question carries 10 marks.

1. (a) What is meant by Minimum Wages ? Explain the procedure for fixation or revision of minimum wages under the Minimum Wages Act, 1948 ?

*Or*

(b) Discuss and explain under the provision of Minimum Wages Act, 1948 :

(i) Workers who work less than Normal Working day

(ii) Cost of living Index number.

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

*Or*

(b) Write notes on the following under the Maharashtra Recognition of Trade Union and prevention of Unfair Labour Practices Act, 1971 :

(i) Rights of Recognized Union

(ii) Illegal Strike and Illegal lock-out.

P.T.O.

3. (a) Explain the salient features of Payment of Gratuity Act, 1972 and explain the provisions relating to dispute as to the amount of gratuity and recovery of gratuity ?

*Or*

- (b) Define the term “Gratuity” and explain the provisions relating to continuous service and eligibility for payment of Gratuity ?

4. (a) What is meant by “Apprentice” under Apprentices Act, 1961 and explain the constitution and function of the Central and State Apprenticeship Council ?

*Or*

- (b) What are the various authorities provided under Apprentices Act, 1961 ? What are the functions ?

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

*Or*

- (b) Define the term “wages” and explain the provisions relating to payment of minimum rate of wages and exemption of liability of employer in certain cases under Minimum Wages Act, 1948 ?

Total No. of Questions—5]

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**[4771]-3006**

**M.P.M. (Third Semester) EXAMINATION, 2015**

**306 HR : INSTRUMENTS IN HRD**

**(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.

1. (a) Discuss “Measuring HR capabilities an important step in HR Development Process. [10]

*Or*

(b) Briefly discuss the HR framework and discuss in detail the importance of competency based framework. [10]

2. (a) An organizational psychology concept plays an important role in overall development of HRD. Discuss and explain with examples. [10]

*Or*

(b) Designing of result oriented HRD instruments/tools is an important function of HR department. Explain in detail. [10]

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

*Or*

(b) ‘Locus of control’ is an effective tool of HRD. Discuss. [10]

P.T.O.

4. (a) “Effective training and coaching helps to create efficient employee.”  
Discuss in detail. [10]

*Or*

- (b) Discuss the importance of career and succession planning as  
result oriented tool of HRD. [10]
5. Write short notes on any *two* of the following :
- (i) 16 PF [5]
  - (ii) MAO-B [5]
  - (iii) Training and Coaching [5]
  - (iv) FIRO-B. [5]

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[4771]-3007**

**M.P.M. (Third Semester) EXAMINATION, 2015**

**307 : PERFORMANCE MANAGEMENT SYSTEM**

**(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.

1. (a) What do you mean by Performance Management ? Explain the  
components of Performance Management. [10]

*Or*

(a) What are the difference between Performance Management and  
Performance Appraisal ? [10]

2. (a) Define the term 'Performance Planning' ? Explain in detail the  
term setting objectives in Performance Planning. [10]

*Or*

(b) Explain with suitable corporate examples, how to enhance  
performance through Balance Score Card. [10]

P.T.O.



3. (a) Prepare an Appraisal form for a Shop Floor Department Employees of Manufacturing Car Company. Use the Critical Success Factor Method for making it effective. [10]
- Or*
- (b) Explain the Process of Performance Review. Enunciate the significance of Performance Review. [10]
4. (a) Explain the methods of Appraising the Performance. [10]
- Or*
- (b) Write short notes on :
- (i) 360 Performance Appraisal [5]
- (ii) Assessment Centres. [5]
5. (a) Define the term Reward System. Explain the components and objectives of a reward system. [10]
- Or*
- (b) Explain the linkage between Performance remuneration systems with suitable examples. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[4771]-4001

**M.P.M. (Fourth Semester) EXAMINATION, 2015**

**401 : COMPETENCY MAPPING AND CAREER DEVELOPMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) *Answer all the questions.*

1. “Though the concept of competency got popularity still there are lots of confusion regarding its meaning and application.” Explain in detail.

*Or*

Write in detail KSA Vs. Competency.

2. Explain the various components of Competency.

*Or*

“HR Generic competency model is the tool for the effective evaluation of employee performance.” Explain.

3. What are the different categories in competencies ? Describe in detail with examples.

*Or*

“It is essential to follow the specific steps for developing an effective competency models.” Explain.

P.T.O.

4. “Career development is an important function.” Explain with suitable example.

*Or*

Describe the different methods of career development.

5. “Employer can lead their organization towards success by designing an effective career development plan their employees.” Discuss.

*Or*

“Mentoring for Employee Development”. Discuss.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[4771]-4002

**M.P.M. (Fourth Semester) EXAMINATION, 2015**

**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.*

1. (a) Define pollutants and also explain sources of pollution in detail.

*Or*

(b) Why Pollution Control Standards are important ? Explain importance of National and International Standards for pollution control.

2. (a) Explain the causes and consequences of acid rain and also radioactivity in atmosphere.

*Or*

(b) What are the primary and secondary air pollutants ? Write a note on atmospheric reaction of pollutants.

3. (a) Explain the effect of heavy metals on aquatic flora and fauna.

*Or*

(b) Explain the process of waste water treatment in detail.

P.T.O.

4. (a) Explain the various methods of segregation of solid wastes.

*Or*

(b) Write notes on :

(i) Municipal solid waste

(ii) Treatment processes for solid wastes.

5. (a) Explain the concept of CSR along with theories of CSR.

*Or*

(b) Discuss the role of top management in CSR with examples.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[4771]-4003

M.P.M. (Fourth Semester) EXAMINATION, 2015

403 : HUMAN RESOURCE INFORMATION SYSTEMS

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) Write down the assumptions clearly.

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

1. (a) Explain planning and designing of Human Resource Management System. [10]

*Or*

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

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

*Or*

(b) “Role of every employee is important in the development and implementation of HRIS in the organization.” Justify. [10]

3. (a) Explain any *two* tools used in HRIS development. [10]

*Or*

(b) What are the problems in the successful implementation of HRIS in the organization. [10]

P.T.O.

4. (a) Human Resource Planning is the important application of HRIS.”  
Explain. [10]

*Or*

- (b) How does HRIS take care of Employee and Industrial relations  
in the organization ? [10]

5. (a) Explain five latest trends in HRIS that will transform the  
HR in the organization. [10]

*Or*

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

Total No. of Questions—5]

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[4771]-4004

**M.P.M. (Fourth Semester) EXAMINATION, 2015**  
**404 : PR AND CORPORATE COMMUNICATIONS**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) All questions carry equal marks.

1. Define Public Relation and state importance of Corporate Communication. [10]

*Or*

What is the role of PR Officer ? How is the PR Dept. designed ? [10]

2. Explain the role of Public Relation in media channels. [10]

*Or*

Describe the important points to be considered while designing PR Campaigns. [10]

3. “Coping with unexpected is the biggest challenge in PR Dept.” Discuss. [10]

*Or*

Corporate image how the public perceives the firm and corporate identity is now the firm present itself ? Explain. [10]

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

*Or*

In rapid changing environment how E-PR play a vital role ? [10]

5. What makes for a successful newsletter ? What are the benefits of Publishing e-newsletter ? [10]

*Or*

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



Total No. of Questions—5]

[Total No. of Printed Pages—2

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[4771]-4005

M.P.M. (Fourth Semester) EXAMINATION, 2015

405 : LABOUR LAWS-IV

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) All questions carry equal marks.

1. (a) Define the term Trade Union and explain the procedure of registration of a trade union. [10]

*Or*

(b) State the amalgamation of Trade Union and dissolution of Trade Union. [10]

2. (a) Explain the principle of set on and set off of allocable surplus as per Bonus Act, 1965. [10]

*Or*

(b) Describe the power of Inspector as per Bonus Act, 1965. [10]

3. (a) What procedure that has to be followed by certifying authority as per Information Technology Act, 2000. [10]

*Or*

(b) Describe the procedure of revocation of digital signature certificate. [10]

4. (a) Describe the constitution of a National Human Rights Commission. [10]

P.T.O.

*Or*

(b) Explain the procedure regarding inquiry into complaints under the Human Rights Commission. [10]

**5.** Write short notes on (any *two*) : [10]

(a) Procedure of application for registration of Trade Union

(b) Computation of number of working days for calculation of Bonus

(c) Constitution of Cyber Regulations Advisory Committee

(d) Power relating to inquiries of Commission of Human Rights.

Total No. of Questions—5]

[Total No. of Printed Pages—1

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**[4771]-4006**

**M.P.M. (Fourth Semester) EXAMINATION, 2015**

**406 : INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

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

1. Differentiate between Domestic and International HRM.

*Or*

Explain, with suitable example, impact of changing business scenario and globalisation on HRM. [10]

2. As a head-HR in an MNC, what strategies would you design for overseas recruitment and selection.

*Or*

What are the sources of international HR selection ? [10]

3. What criteria would you consider for appraisal of International Employees ?

*Or*

Explain managing of repatriation. [10]

4. How compensation components differ from international employees from domestic employees ?

*Or*

What are the objectives of International Compensation ? [10]

5. How would you tackle with a union in an MNL ?

*Or*

Exemplify the managerial strategies for labour relation in an MNC. [10]

[4771]-4006

Total No. of Questions—5]

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**[4771]-4007**

**407 : MPM (Fourth Semester) EXAMINATION, 2015**  
**COLLECTIVE BARGAINING AND NEGOTIATION PROCESS**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) *Each question has an internal option.*

(iii) *Each question carries 10 marks.*

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

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

(vi) *Support your answers with suitable live examples.*

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

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

*Or*

(b) Define Collective Bargaining and elaborate on the prerequisites  
for Successful Collective Bargaining. [10]

P.T.O.

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

*Or*

(b) Explain Hick's Analysis of wages setting under Collective Bargaining. [10]

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

*Or*

(b) Explain the Behavioral Theory of Labour Negotiation. [10]

4. (a) Explain the Pre-Negotiation steps and preparing the Charter of Demand. [10]

*Or*

(b) Define Negotiation. Explain the importance of Effective Negotiation. [10]

5. (a) Explain the Grievance management and problems faced at the Post-Negotiation. [10]

*Or*

(b) State the Methodology of Negotiation and advantages. [10]

Total No. of Cases—3]

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**[4771]-4008**

**MPM (Fourth Semester) EXAMINATION, 2015**

**408 : CASES IN HR**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

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

**Case No. 1 :**

Mr. Ganpat was working with Brilliant Auto-Comp Pvt. an Automobile Ancillary Unit based at Pune-Ahmednagar Road. The company has an HR practice of intimating the retiring employee one year in advance.

The communication gives clear idea to the employee about :

- (a) The date of retirement
- (b) Retirement benefits such as PF, Gratuity, Pension etc. he/she is going to receive on the day of retirement
- (c) Leave balance at the disposal and entitlement of leave he/she can enjoy

P.T.O.

- (d) The request to impart training to the employee who would take charge from such retiring employee
- (e) Health plans coverage and other entitlements.

Mrs. Ganpat was due for retirement in 2014 and accordingly, was given the communication as stated above one year ahead of his retirement i.e. in 2013. The age of retirement in the company was 58 years. As per company records, Mr. Ganpat was completing 58 years in 2014.

Mr. Ganpat was unhappy to receive the letter and expressed surprise over receiving this communication. He felt that it was wrong on the part of the company to issue such letter. He further wondered about the record of the company. As per him, he was younger than was recorded in company's HR records. And that he was easily only 55 years of age.

He contradicted and went to Local Civil Surgeon to obtain a health certificate indicating his real age to be 55 years and not 57 years as envisaged through the company's communication. He had submitted the certificate to HR Department.

You, as the Senior Manager (HR) take a decision whether Mr. Ganpat should retire as communicated in 2014 or be allowed to serve another 2 years as per the age stated in the certificate submitted by him which is obtained by local civil surgeon.

You have to consider also the following aspects before taking the decision :

- (a) Mr. Ganpat is a skilled workman
- (b) He is an active member of Workers' Union
- (c) He has two daughters and a son. As per him he needs support because his son is yet to complete his education and a daughter is yet to be married.
- (d) Birth certificate submitted at the time of his recruitment was from Gram Panchayat and was just fabricated for easing the process of his school admission so many years ago.

The company has excellent working environment with good amenities available to both workmen and staff.

- (i) Analyze and provide appropriate solution.
- (ii) What should be done to avoid such situation ?
- (iii) Provide an appropriate title to the case.

**Case No. 2 :**

Turner Industries, a family-operated carpeting manufacturer, was started 49 years ago just outside Jackson Mississippi. Today the company is the third largest producer of carpeting in the United States.



With revenue of over \$ 1 billion, turnover employs over 6,000 workers at this now-massive facility.

Five years ago, turnover developed an 'employee initiative' programme to instill commitment to customer satisfaction throughout the company. The company's employees play a vital role in this programme. A flat organizational structure gives employees, working in a self-managed teams, significant authority and autonomy. Production work teams can undertake training, schedule work and determine individual performance objectives. Any production process can be halted if an employee believes that quality is suffering or safety is jeopardized. Teams form the core of Turner's quality improvement effort. The company formed 25 'Proactive Teams' to address specific manufacturing and production challenges. In addition, selected teams work on ways to enhance the relationship between Turner and its Suppliers. The teams, in general, respond to customers' comments, work on developing new products, and create activities that bring employees together in social situations (sporting activities, picnics, and fund raising efforts for employee supported charities). With diverse opportunities to affect the company, the teams demonstrate a fundamental commitment to customer satisfaction—even creating marketing opportunities that generate additional revenue.

Management and motivating of workforce require special care on the part of Turner's Management. Training and recognition is the key. In a single year, the company invests \$ 1600 per employee in training. Recognition comes in the form of participation in teams, leadership opportunities and interaction with top management.

Turner's effort at improving its management and human resource practices have allowed it to reduce the number of managers; lower its overall defection rate; and increase quality, efficiency; and customers satisfaction. Revenues have increased significantly over the last four years. As a result of focus on employees' needs, Turner has won over 20 quality awards and was voted the outstanding employer in the south in a regional competition. The company has been written about in the 'Top 200 Employers' in the US and its efforts to involve employees in determining the firms' direction have been very successful, enhancing customer satisfaction and improving business performance.

*Questions :*

1. As a HR manager, what employee characteristics might be used in the selection of team members ? Also identify a suitable selection process.

2. How might performance appraisal be done ? Can team members be involved in the review of other members ? Why or why not ?
3. Identify training needs at Turner. Do you believe a company can spend too much money training employees ? Why or why not ?

**Case No. 3 :**

Kaveri Boilers Pvt. Ltd. is a medium size company engaged in the production of industrial boilers for the past 40 years. It has 5800 employees. It is basically a non-unionized company with traditional HR policies and practices. The performance management policy of this company primarily focused on rewarding efficiency and punishing incompetence. This company attached immense weightage to its annual performance evaluation practice and treated it as a major event in the organization. Even though the outcome of the performance evaluation process often form the basis for compensation fixation, promotion, transfer and disciplinary actions, many employees viewed it as a mere fault finding exercise without any performance improvement initiative. The PM system of Kaveri worked as follows :

When an employee's performance declines beyond the the permissible levels, warning is issued to him and he is usually asked to explain

the reason for the decline. In the absence of any convincing reply or significant improvement in his performance within reasonable time frame, the company resorts to lateral transfers and the poor performer is normally shifted out of his present department and moved to another. However the same appraisal system is continued there too and the employee is monitored closely. If the employee still continues to fare poorly, his services are terminated after due notice. This practice goes well with the overall objective of the company's performance management system, which focuses on quality sustenance at all levels without making any compromise even while preserving the moral of the performing employees by quickly recognizing their talents and rewarding them rightly.

Although the current performance management system has succeeded in maintaining quantity and quality of the products at barely satisfactory levels, the response of the employees to this kind of evaluation has been far from encouraging. The employees have a grudge that the appraisal system has always been keeping them on tenterhooks. To make matters worse, the indifferent attitude and low morale of those employees who have been transferred as a part of the penalty has made the situation uneasy and caused anxiety among other employees. The HR Manager is a mystified man and has no

clues as to why the current system has not been able to produce the desired results of optimum productivity and adequate patronage of employees. Now the challenge before the HR Manager and his team is to pinpoint the real reason for the problems of the organization on the labour front and then decide whether to continue with the existing evaluation system after making necessary modifications or replace it with some other system that will be more acceptable to one and all.

*Questions :*

1. Can we blame existing performance management system for all the problems of the company ?
2. Are there any other issues other than performance appraisal ?  
If yes, what are they ?
3. What, if you were to be the HR manager ?