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

P8041 **[Total No. of Pages : 2**

[6119]-101
First Year M.B.A. (HRD)
101 GC : PRINCIPLE AND PRACTICE OF MANAGEMENT
(2020 Revised) (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. (2 marks each) **[10]**

a) What is planning horizon?

i) The distance a head for the forecasts on which plans are made.

ii) The time period within which uncertainty is very low.

iii) The time ahead for which there is no information.

iv) The maximum time for which managers can make plans.

b) Mention any two roles of manager.

c) What is scientific management?

d) What are the benefits of MBO?

e) What is decentralization?

f) List out the 4 types of motivation.

g) Give the importance of controlling.

h) What is MBO?

Q2) Short Questions and answers any 2 (5 marks each) **[10]**

a) What factors affect to the planning?

b) Explain the concept of knowledge workers.

c) Explain the Role of supervisor.

P.T.O.

Q3) a) Ajay and Jan are Supervisor and manager in ABC company. Discuss various skills required by them to be successful in their roles. **[10]**

OR

b) Why is F.W. Taylor regarded as father of scientific management?

Q4) a) Discuss decision making under certainty, risk and uncertainty with suitable examples. **[10]**

OR

b) Explain the different steps in planning process.

Q5) a) Explain in detail the types of Recruitment and selection. **[10]**

OR

b) 'Leaders are born and many times are created Justify this statement.

♦ ♦ ♦

Total No. of Questions : 5]

SEAT No. : ____

P-8042

[Total No. of Pages : 2

[6119]-102

M.B.A. (HRD)

102 GC : ORGANIZATIONAL BEHAVIOUR

(Rev.2020 Pattern) (Semester - I)

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

Instructions to the candidates :

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

Q1) Answer any 5 out of 8.

a) List down the disciplines associated with OB.

b) List traits associated with Big five personality model.

c) What is selective perception?

d) What do you understand by Emotional Intelligence.

e) Enlist factors influencing perception.

f) Write down any four qualities required for a 'Leader'.

g) List types of culture.

h) Write 3 stages of Kurl Lewin's model of change management.

Q2) Answer any 2 out of 3.

a) Compare and contranst Maslow's theory with Herzberg theory.

b) Discuss the importance of attitude in an organization.

c) Explain the models of organizational behaviour.

P.T.O.

Q3) a) Discuss different leadership theories with examples.

OR

b) "Right Attitude must be within" Do you agree? Comment.

Q4) a) Explain Kotter's Eight step plan for implementing change?

OR

b) In what way the conflict can be resolved in the organisation.

Q5) What is perception? Explain its role in individual decision making.

OR

How can managers create a boundaryless organization? Why do organizational structure differ and what is the difference between a mechanistic structure and an organic structure?



Total No. of Questions : 5]

SEAT No. : ____

P8043

[Total No. of Pages : 2

[6119]-103
First Year M.B.A. (H.R.D.)
GC - 103 : ECONOMICS FOR HUMAN RESOURCE MANAGEMENT
(Revised 2020) (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 5 questions, 2 marks each. **[10]**

a) What is VRS ?

b) What is probation period?

c) What is fringe benefits?

d) Who are the contingent workers?

e) What is incentives?

f) What is Disability Insurance?

g) What is Retirement plan?

Q2) Answer any 2 questions, 5 marks each. **[10]**

a) How does moral helps in increasing the productivity?

b) How trade unions affect labour supply?

c) Whether labour migrates willfully or out of compulsion? Give your opinion.

Q3) a) Explain the process of wage determination and Elaborate how changing market conditions affect wage determination process. **[10]**

OR

b) Design a compensation scheme to motivate the senior employees to work harder.

P.T.O.

Q4) a) What is Labour migration? How can it be minimized? **[10]**

OR

b) "Economic Incentives is a powerful tool to prevent labour migration" express your views.

Q5) a) What regulations are to be considered while framing wage? **[10]**

OR

b) Explain in brief the components of LPG policy of 1991.

Total No. of Questions : 5]

SEAT No. :

P-8044

[Total No. Of Pages : 2

[6119]-104
M.B.A. (HRD)
104 GC: Human Resource Management
(Rev.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) Explain "Job Description".

b) What is the meaning of KAIZEN.

c) Define the term "Succession Planning"

d) Explain the term collective Bargaining.

e) What are the Fringe Benefits.

f) Explain meaning of retrenchement.

g) Describe the term wage and salary.

h) What is employee orientation

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

a) Explain the role of HR manager in organization & Qualities of successful HR manager.

b) Brief the role of trade union in IR.

c) What is the need and importance of employee development explain employee development programme (EDP's)

P.T.O.

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

a) Write in brief meaning of recruitment, its process and explain sources of recruitment.

b) Explain performance appraisal and its various methods of performance appraisals.

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

a) Breakdown the "Grievance procedure" into important points and explain in brief.

b) Define human resource management and elaborate its importance and also discuss functions of HRM.

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

a) "Career management is process for career planning and career development of motivating the employees". Interpret the statement.

b) Write the importance of human resource planning, HRP objectives and factors affecting HRP.

Total No. of Questions : 5]

SEAT No. :

P8045

[Total No. of Pages : 2

[6119]-105

F.Y.M.B.A. (Human Resource Development)

105 (GC) : LABOUR LAWS - I

(Revised 2020 Pattern) (Semester-I)

Time : 2½ 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 purpose of labour legislations?

b) Enlist any four Unauthorized deductions under the payment of Wages Act, 1936.

c) In which year was the Industrial Employment Standing Order Act enacted?

d) Define the term "Adult" as per The Factories Act 1948.

e) What is the objective of the payment of Wages act 1936?

f) What is the name of the parent body of ILO and where is the headquarter of ILO located?

g) Name some health and safety provisions mentioned in the Bombay Shops & Establishment Act.

h) Name the principal organizations of ILO.

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

a) Applicability of Bombay shops & Establishment Act, 1948.

b) Role of the international labour organization (ILO) in relation to labour laws.

c) Timing and frequency of wage payments under the payment of wages Act 1936.

P.T.O.

Q3) a) Analyze the relationship between labour laws and economic development, considering factors such as job creation, productivity and industrial growth. **[10]**

OR

b) If you are the Director HR of a renowned organisation, how will you frame the policies considering all the provisions related to Health and Welfare under the factories Act, 1948? **[10]**

Q4) a) Explain the salient Features of Industrial Employment. (Standing Order) Act 1946? **[10]**

OR

b) "India's active participation in the International Labour Organization (ILO), as one of its founding members, has had a significant impact on the country's labour laws and policies". Discuss the influence of the ILO on Indian labour legislations and the resulting benefits for workers and the overall industrial scenario. **[10]**

Q5) a) What is Wages under Payment of Wages Act and elaborate any seven provisions of 'Authorised Dedications? **[10]**

OR

b) Illustrate the provisions concerning the registration of establishments and working hours specifically for restaurants and theaters as outlined in the Bombay Shops and Establishment Act. **[10]**

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Total No. of Questions : 5]

SEAT No. : ____

P-8046

[Total No. of Pages : 2

[6119]-106

M.B.A. (HRD)

106GC : RESEARCH METHODOLOGY

(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) Attempt any Five questions. **[10]**

a) Secondary data is generally used for following reasons except.

i) Define research design

ii) Formulate hypothesis

iii) Evaluate new products

iv) Identify or refine the research problem.

b) The following type is of descriptive research.

i) Cross sectional research ii) Longitudinal research

iii) Both i and ii iv) Causal Research

c) Area sampling is a version of _____ sampling method.

i) Stratified ii) Cluster

iii) Quota iv) None of the above

d) Define Research Design.

e) List the steps involved in Research process.

f) What is sampling frame?

g) Close end questions are _____.

i) Objective type of questions ii) Unstructured questions

iii) Subjective type of questions iv) Free Response questions

P.T.O.

h) Which is an example of qualitative data.

i) Sales ii) Emotions

iii) Profit iv) Inventory

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

a) What is hypotheses? What are the qualities of a good hypotheses?

b) Distinguish between inductive research and deductive research.

c) Describe the process of Research.

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

a) Develop a questionnaire for studying the impact of traing related emotional intelligence on level of grievances at the workplace.

b) Explain the following terms with examples :

i) Independent variable

ii) Dependent variable

iii) Concomitant variable

iv) Extraneous variable

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

a) Prepare a hypothesis [null and alternate] for the following situations.

i) Researcher wants to understand impact of change in performance management system on satisfaction levels of employees.

ii) Researcher wants to understand whether salary is associated earlier work experience.

OR

b) Write in detail non-probability sampling.

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

a) Explain Experimental Research Design.

OR

b) Summerise various methods of univariate analysis.

Total No. of Questions : 5]

SEAT No. : ____

P8047

[Total No. of Pages : 2

[6119]-107
First Year M.B.A. (HRD)
107(UL) : PERSONNEL ADMINISTRATION SYSTEM
(Revised 2020) (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 answers should be specific and to the point.***

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

a) Define personnel administration.

b) Define personnel policy.

c) What are Statutory Registers?

d) Discuss the importance of personnel administration.

e) Highlight the significance of Time office.

f) What is the letter of appointment.

g) Define job rotation.

h) Bring out the significance of leave records.

Q2) Answer any two **[2×5=10]**

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

b) What are the elements of Time office.

c) What are the factors to consider when designing a pay structure.

Q3) a) Explain Domestic Enquiry with relevant examples. **[10]**

OR

b) What are the contents of a charge sheet? **10]**

P.T.O.

Q4) a) Explain in detail about job Analysis, Job description and job specification. Draft the job description of production manager of large scale Engineering company. **[10]**

OR

b) Job Enrichment is most popular technique for enhancing employee motivation. Explain. **[10]**

Q5) a) How are gratuity, Professional Tax and PF calculated? **[10]**

OR

b) Draft a show cause notice against a worker for his misconduct related to 'Neglecting supervisors instructions'. **[10]**



Total No. of Questions : 5]

SEAT No. :

P-8048

[Total No. Of Pages : 2

[6119]-108
M.B.A. (HRD)
108 UL : Entrepreneurship & New Venture Planning.
(2020 Revised) (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 :** **[5 × 2 = 10]**

a) Define Entrepreneurship.

b) The parties involve in franchise business are.

c) Entrepreneurial development is the key to achieve all-round _____ through acceleration of industrial and entrepreneurial activities.

d) Intrapreneurship often takes the form of.

e) _____ is a favorable set of circumstances that creates a need for a new product, service or business.

f) MSME is defined under which act?

g) SBA stands for _____.

h) EDII was developed by the _____.

Q2) **Answer any two of the following :** **[2 × 5 = 10]**

a) List the types of entrepreneurs and explain it in detail.

b) Explain Entrepreneurial class theries

c) Steps involved in the entrepreneurship training programme in detail.

P.T.O.

Q3) **Answer any one of the following :** **[1 × 10 = 10]**

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

OR

b) Explain in detail methods, sources and perspectives in business plan preparation. What are its elements?

Q4) **Answer any one of the following :** **[1 × 10 = 10]**

a) What do you mean by the venture capital market? Evaluate the venture capitalist.

OR

b) Discuss the role of sources of finance in the development of small enterpries in India.

Q5) **Answer any one of the following :** **[1 × 10 = 10]**

a) What are the legal acts governing business in India? Explain it in detail.

OR

b) What are the opportunities and challenges in International entrepreneurship?

Total No. of Questions : 5]

SEAT No. : ____

P8049

[Total No. of Pages : 2

[6119]-109

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

109 UL : ACCOUNTING FOR HR

(2020 Revised Pattern) (Semester-I)

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

Instructions to the candidates:

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

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

a) Define ledger.

b) Define trial balance.

c) What is accrual concept.

d) What are the various sources of finance.

e) Define going concern concept.

f) What is AS-3 related to?

g) Define capital.

h) what is revenue expenditure?

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

a) Differentiate between profitability ratios and activity ratios.

b) Explain the objectives of cost accounting.

c) Describe the role of financial ratios in assessing liquidity. Profitability and solvency of a company.

P.T.O.

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

a) Discuss the different cost allocation methods used in cost accounting provide real world examples of when each method might be appropriate.

b) Explain the various methods of costing in detail.

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

a) Analyse the role of cost-volume-profit analysis in managerial decesion making.

b) Discuss the advantages and limitations of marginal costing as a tool for managerial decision making.

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

a) Explain the importance of budgeting in the overall management process. Provide examples of how effective budgeting can lead to better financial management and resource allocation.

b) Describe the key components of a master budget and the interrelationship between various budgets such as the sales budget, Production budget and cash budget.

Total No. of Questions : 5]

SEAT No. :

P-8050

[Total No. of Pages : 2

[6119]-201

M.B.A. - I (HRD)

201-GC : LABOUR WELFARE

(2020 Pattern) (Revised) (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) ***Draw neat diagrams and state examples whenever necessary.***

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

a) List the theories of Labour Welfare.

b) Explain Industrial Hygiene.

c) Mention any 2 objectives of Labour Welfare.

d) Define Factory under Factories Act.

e) List down any 4 names of Industries.

f) Define Trade Union.

g) What is considered as an NGO?

h) Write the abbreviation of ILO & ILC.

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

a) Discuss the principles of Labour Welfare.

b) Discuss the Provisons related to Health in Factories Act.

c) "Amicable Welfare Facilities to employees directly create the positive impact on employees productivity"- Comment.

P.T.O.

Q3) Answer any 1 out of 2 : **[1 × 10 = 10]**

a) You are the HR manager of a Versatile Auto Components manufacturing company with 700 employees. How will you ensure the safety and health of your workers in compliance with labor welfare regulations? Mention the practices and measures that you will implement.

OR

b) Your organization a new start-up has planned to provide Statutory Welfare Amenities. As a HR manager, you suggest what Welfare amenities you will suggest to management and also mention on how will implement them in your organization.

Q4) Answer any 1 out of 2 : **[1 × 10 = 10]**

a) What are the Objectives of participation in WPM? Why do organizations encourage the same?

OR

b) Who can be a labour welfare officer organization in your company? Also, state the duties and functions of labour welfare officers.

Q5) Answer any 1 out of 2 : **[1 × 10 = 10]**

a) "The Workers, Education is a special kind of adult education designed to give workers a better understanding of their status, rights and responsibilities"- Comment this statement also discuss the role of Government in the same.

OR

b) Discuss the important provisions of The Bombay Labour Welfare Act, 1953 and also describe the applicability of labor welfare

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Total No. of Questions : 5]

SEAT No. : ____

P-8051

[Total No. of Pages : 2

[6119]-202
F.Y. M.B.A. (HRD)
202GC : INDUSTRIAL ORGANIZATIONAL PSYCHOLOGY
(Revised 2020) (Semester - II)

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

Instructions to the candidates :

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

Q1) Answer any five questions out of eight : **[5×2=10]**

a) What is industrial psychology research?

b) Why is knowledge of research methods important to I-O psychology?

c) What are the three major fields of industrial psychology?

d) What are the 5 methods in psychology?

e) What is the difference between industrial and organizational psychology?

f) What are the five roles of industrial psychology?

g) Who is the father of industrial psychology?

h) What is the scope of industrial psychology?

Q2) Answer any two questions out of Three : **[2×5=10]**

a) What are the 5 types of psychological research?

b) What are the 5 types of experimental research?

c) What are the advantages of psychological test?

Q3) Explain the major research methods in I/O Psychology and their relative advantages/disadvantages. **[10]**

OR

How does industrial psychology contribute to the workplace?

P.T.O.

Q4) How does industrial psychology affect the performance of employees in organizations? **[10]**

OR

What are the different aspects of I-O psychology?

Q5) What are the physiological differences between male and female? **[10]**

OR

What is methodology in psychology research?

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Total No. of Questions : 5]

SEAT No. :

P8052

[Total No. of Pages : 2

[6119]-203
First Year M.B.A. (HRD)
GC - 203 : INDUSTRIAL RELATIONS & EMPLOYEE RELATIONS
(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) Solve any 5 **[10]**

a) What is dispute.

b) What do you mean by trade union.

c) Define workmen.

d) What is collective Bargaining.

e) What are Labour Laws.

f) State four functions of trade union.

g) What are the causes of industrial disputes.

h) Write 2 benefits of workers participation.

Q2) Solve any 3 **[10]**

a) Describe the various types of trade union and their functions.

b) What is griviances? Explain the causes.

c) Discuss the components and objectives of industry Relations.

P.T.O.

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

a) Discuss the various approaches of Industry Relations.

OR

b) Discuss the various rights and duties of a trade union.

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

a) Discuss the griviance handling procedure and readdressal machinery in India.

OR

b) Discuss the importance of collective Bargaining and explain the process.

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

a) Explain the rights of worker at his work place is an employee.

b) Justify the condition of successful collective Bargaining.

Total No. of Questions : 5]

SEAT No. : ____

P-8053

[Total No. Of Pages : 2

[6119]-204
M.B.A. (HRD)
204-GC : Training & Development
(2020 Pattern) (Semester - II)

Time : 2½ 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) Define Training and Development.

b) Importance of Training Need Analysis.

c) Name two traditional training methods.

d) Define on the job training.

e) Name two methods of evaluating effectiveness of training.

f) Define the term learning organisation.

g) Define Multimedia Training.

h) Write key benefits of technology based training.

Q2) **Answer any 2 out of 3 :** **[10]**

a) Explain need of training and its importance in today's competitive era.

b) Training evaluation is a critical step in measuring the effectiveness and impact of training program. Discuss.

c) Explain the concept of training the trainer (TTP).

P.T.O.

Q3) a) What are the key steps involved in designing an effective training program? Discuss the importance of Trainer Identification. **[10]**

OR

b) Describe the different training methods used for imparting technical skills to employees. Compare and contrast the advantages and limitations of each method.

Q4) a) What are the emerging trends and challenges in training and development? Discuss how organization can adopt to these trends and can overcome the challenges. **[10]**

OR

b) Discuss the concept of e-learning and its applications in modern - day training and development programs.

Q5) a) Explain the importance of Training Need Assessment and write about methods used for Assessment. **[10]**

OR

b) Explain different Training Functions and discuss its role in enhancing organizational performance.



Total No. of Questions : 5]

SEAT No. :

P8054

[Total No. of Pages : 2

[6119]-205

F.Y.M.B.A. (Human Resource Development)

205 GC : LABOUR LAWS - II

(Revised 2020 Pattern) (Semester-II)

Time : 2.5 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) Which section of the provident fund and miscellaneous provisions Act-1952 provides protection against attachment of funds?

b) What is the current interest Rate On EPF for year 2022-23 and what does RPFC stands for in EPF?

c) What is the punishment given to "Any person knowingly makes or causes to be made any false statement or false representation under ESI Act?

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

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

f) Nursing breaks under the maternity benefit Act, 1961?

g) Mention two main objectives of the maternity benefit Act, 1961.

h) List four major benefits under the Employees State insurance Act, 1948.

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

a) Outline major objectives and applicability of ESI Act.

b) Explain the provision regarding protection against Attachment under The Employees provident fund miscellaneous provisions Act - 1952

c) Summarize - Maintenance of Register and Penalty for contravention of the Act by Employer under The Maternity Benefit Act, 1961?

Q3) 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) State the different types of benefits provided under the Employee state insurance act and mention three main objectives of the Act? **[10]**

P.T.O.

Q4) a) Define the term "Industrial Dispute". State powers and duties of Authorities appointed under Industrial Disputes Act? **[10]**

OR

b) Explain briefly the provisions relating to nomination and mode of recovery of moneys due from employers under the employees provident funds and Miscellaneous Act, 1952? **[10]**

Q5) a) Define the term Maternity Benefit, Medical Bonus and explain when the benefit is forfeited under The maternity Benefit Act, 1961? **[10]**

OR

b) Explain the provisions related to salient features, leave for miscarriage and maternity benefit on death of a woman under maternity benefit Act, 1961. **[10]**

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Total No. of Questions : 5]

SEAT No. : ____

P-8055

[Total No. of Pages : 2

[6119]-206
M.B.A. (HRD)
206 GC : FINANCE FOR HR
(2020 Revised Pattern) (Semester - II)

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

Instructions to the candidates :

1) ***All Questions are Compulsory & Carry 10 marks.***
2) ***Figure to the right indicate full marks.***

Q1) Describe in brief (Any 5) : **[5 × 2 = 10]**

a) Financial Intelligence

b) Capital Expenditure

c) Accruals

d) Balance Sheet

e) Assets

f) Liability side of balance Sheet

g) Cash Flow Statement

h) Share Capital

Q2) Write notes on (Any Two) : **[2 × 5 = 10]**

a) Need for increasing financial intelligence

b) Due diligence-Meaning & Importance

c) Financial literacy: need of the hour

Q3) Discuss the strategies to increase the financial literacy. **[10]**

OR

Draw & discuss the format of a “Balance Sheet”.

P.T.O.

Q4) Discuss how financial intelligence increases the ability to evaluate company critically. **[10]**

OR

Draw & discuss the format of income statement.

Q5) Is Human Resource an Asset or a liability? - Express your views. **[10]**

OR

Why balance sheet balances? - Explain.

▽▽▽▽

Total No. of Questions : 5]

SEAT No. :

P8056

[Total No. of Pages : 2

[6119]-207
First Year M.B.A. (H.R.D.)
207 UL - FUTURE OF WORK PLACES
(Rev. 2020) (Semester-II)

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

Instructions to the candidates:

1) ***All questions are compulsory.***
2) ***All questions carry equal marks.***
3) ***Figures to the right indicates full marks.***

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

a) Recrite : Tech. Savy.

b) HR Analytics - Explain.

c) Tell "AI".

d) Recrite pay grade.

e) Global workform?

f) Life long learning skills.

g) On boarding process.

h) Explain - personality traits.

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

a) Compare "Big Data Analytics & HR analytics".

b) Summarise 5 elements of human capital skills with example.

c) Classify problem solving & critical thinking ability.

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

a) Discuss various tech. based hiring process for manufacturing sector.

b) Summarise recent technological trends followed for branding purpose.

P.T.O.

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

a) Analyse various habits & personality traits of managers of manufacturing company.

b) Commutate 'Critical thinking & problem solving skills of pharma industry.

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

a) Criticize traditional talent management strategies.

b) Comment, "Tech. based workform an futures of their industries".

✡ ✡ ✡

Total No. of Questions : 5]

SEAT No. : ____

P-8057

[Total No. of Pages : 2

[6119]-208
F.Y. M.B.A. (HRD)
208UL : -MANAGEMENT OF EMPLOYEE TRANSFORMATION
(Revised 2020) (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) Define Transformation

b) What is cross culture management?

c) Define transformational leadership?

d) Define organizational culture

e) What is Business Process Reengineering?

f) List the HR interventions for downsizing

g) Enlist resistance to change

h) What is merger?

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

a) Discuss the implementation of BPR in organization

b) Explain the process of planned change.

c) Explain the concept organization culture.

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

a) Discuss how culture can impact on leading change with suitable example.

b) Explain the steps involved in implementation of BPR in the organization.

P.T.O.

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

a) Explain the role of HR in managing employee transformation

b) Why do people and organisations resist change? Describe few methods of managing resistance to change.

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

a) Evaluate the role of informal network in change management and transformation

b) Discuss the role of Business Process Reengineering (BPR) in managing transformation and critically evaluate its significance.



Total No. of Questions : 5]

SEAT No. : ____

P8980

[Total No. of Pages : 2

[6119]-209
First Year M.B.A. (H.R.D.)
209 UL : BUSINESS LAW
(Rev. 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.***
3) ***Neat diagrams must be drawn wherever necessary.***

Q1) Solve any five (Each question carry two marks) **[5×2=10]**

a) Who are competent to contract?

b) Define "Undue influence".

c) Explain in brief the nature of LLP.

d) List down the steps for LLP Registration.

e) The preamble argues that revelation of information in actual practice is likely to conflict with.

f) Consumer protection Act is significant to _____.

g) Define consumer under consumer protection Act - 1986.

h) Powers of central government under FEMA 1999.

Q2) Solve any two : (Each question carry five marks) **[2×5=10]**

a) Difference between LLP, Partnership and a company.

b) Explain the limitation of liability of LLP.

c) Explain in detail financial disclosures in LLP.

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

a) Explain Exemption from disclossure of information under RTI Act 2005.

OR

b) Explain Request for obtaining information in RTI Act 2005

P.T.O.

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

a) Define competition. Explain compliance of competition Law.

OR

b) Define consumer. Explain in brief. Consumer protection in India under consumer protection Act 1986.

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

a) Explain objectives of FEMA 1999. Explain foreign direct investment in India and abroad.

OR

b) Explain powers of central government. List and explain the penalties under FEMA 1999.

Total No. of Questions : 5]

SEAT No. : ____

P-8058

[Total No. Of Pages : 2

[6119]-301
M.B.A.
HUMAN RESOURCE DEVELOPMENT
301 GC: Strategic Human Resource Management
(2020 Revised Pattern) (Semester-III)

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

Instructions to the candidates :

1) ***All questions are compulsory***

2) ***Each question carrier 10 marks.***

1) Define any 5 terms : **[5 × 2 = 10]**

a) SHRM

b) HRM

c) Performance Appraisal

d) Competency Mapping

e) Learning organization

f) Virtual hiring

g) Employee leasing

h) Down-sizing

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

a) Write short note on Krickpatrick Model.

b) Write short note on strategic HR issues in global assignments.

c) Write role of HRIS is strategic implementation.

P.T.O.

3) Answer any One question **[10]**

a) Describe the strategic role of human resource planning in detail.

b) Elaborate the concept of competency mapping & its linkage to compensation.

4) Answer any One question **[10]**

a) Elaborate the importance of KRA in performance Management.

b) How does the World Trade Organization (WTO) address the issue of labour standards in international trade.

5) Answer any One question **[10]**

a) Explain the retention strategies followed by organization for their employees.

b) Explain the role of need based training & training evaluation in employee development.



Total No. of Questions : 5]

SEAT No. :

P- 8059

[Total No. of Pages : 2

[6119] - 302

M.B.A. (HRD)

302- GC : ORGANISATIONAL 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 five)** **[10]**

a) Explain the significance of Robert Blakes Contribution for OD.

b) Define Organisational Development.

c) Explain the significance of teamwork for organisation.

d) Give five stages of Organisational Development.

e) What is the contribution of Kurt Lewin in O.D.

f) Explain participation & Empowerment.

g) Mention the components of Herbert Shepard's contribution for OD.

h) What are the assumptions considered in concept of Organisational Development.

Q2) **Solve any TWO of the following:** **[10]**

a) Write note on: system theory.

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

c) Explicate the parallel learning structures in organisational development.

P.T.O.

Q3) **Answer the following :(Any One)** **[10]**

a) Write detailed note on evaluating and institutionalizing interventions.

OR

b) Elaborate the role of change agents in OD.

Q4) **Answer the following : (Any One)** **[10]**

a) Develop a group process approach with all components for an IT firm.

OR

b) Write in detail on interpersonal and group process approaches as a part of human process interventions.

Q5) **Answer the following : (Any One)** **[10]**

a) Develop a Performance management system for a manufacturing company.

OR

b) How to manage work force diversity and wellness?



Total No. of Questions : 5]

SEAT No. : ____

P-9693

[Total No. of Pages : 2

[6119]-303

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

303GC : 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 : **[5 × 2 = 10]**

a) Define wages. What are the various types of wages?

b) Write on Different types of incentive plans for the employees

c) What are the objectives of the National wage policy of India?

d) What is the cost to the company (CTC)?

e) What are the objectives of compensation management in any organization?

f) Define the term 'Dearness Allowance'.

g) Explain Statutory employee benefits in India.

h) What are the different types of pay structures?

Q2) Solve any two : **[2 × 5 = 10]**

a) What do you understand by labour productivity? Explain determinants of labour productivity.

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

c) Explain the concept of wage policy. What are the various objectives of the National Wage Policy?

d) Discuss the impact of labour demand and supply on compensation fixation.

P.T.O.

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

a) What is the meaning of the term 'Labour Turnover'? What are its causes? Discuss the various measures taken to control labour Turnover'.

OR

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

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

a) Define the term 'compensation'. Distinguish between monetary and non-monetary compensation.

OR

b) Discuss the bases for the traditional pay system and modern pay system. How are pay plans established?

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

a) How does Compensation affect the local labour market? What is the relationship between the supply and demand of Labour?

OR

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

Total No. of Questions : 5]

SEAT No. : ____

P8060

[Total No. of Pages : 2

[6119]-304

M.B.A. - II (Human Resource Development)

304-GC : LABOUR LAWS - III

(Revised 2020 Pattern) (Semester-III)

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

Instructions to the candidates:

1) ***All questions are compulsory with internal choice within the question.***
2) ***Each question carries 10 marks.***

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

a) State the qualification of being engaged as an apprentice under the Apprentices Act 1961.

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

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

d) What does provision of "Overtime" means under Minimum Wages Act 1948.

e) Define "continuous service" under the payment of Gratuity Act, 1972.

f) What is "gratuity" under the payment of Gratuity Act. 1972.

g) State any two duties of Industrial Court under the Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act, 1971.

h) State any two Unfair practices on the part of Trade Union under the Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act, 1971.

Q2) Write note on **any two provisions** under the Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act, 1971.**[2×5=10]**

a) Rights of Recognised Union.

b) Power of Labour Court in relation to offences.

c) Power of Investigating Officers.

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

a) State the obligation of Employer (both in case of major and minor trade Apprentices under the Apprentices Act 1961.

b) State the rules regarding hours of work, overtime, leave and holidays of apprentices under the Apprentices Act 1961.

P.T.O.

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

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

b) What provisions have been made in the payment of Gratuity Act, 1972 with regards to determination of the amount of gratuity and its payment as well as its recovery in case of non payment by the employer?

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

a) Explain the provisions relating to exemption of liability of employer in certain cases under Minimum Wages Act, 1948.

b) Discuss the provisions of Minimum Wages Act, 1948 relating to composition of Advisory Board and Central Advisory Board.

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Total No. of Questions : 5]

SEAT No. : ____

P-8061

[Total No. of Pages : 2

[6119]-305

M.B.A. (HRD)

306-UL : REWARD & RECOGNITIONS

(Rev.2020) (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 any 5 out of 8 (2 marks each) : **[10]**

a) State the elements of reward system.

b) What is employee recognition?

c) Define employee motivation.

d) Explain in short individual pay.

e) List the types of grades.

f) What is meaning of fair wages?

g) Explain the term gross salary.

h) Mention intrinsic motivation factors.

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

a) Summarize the five main objectives of reward system.

b) Write down the features of good reward & recognition system.

c) Describe the competency based pay.

Q3) Answer any 1 (10 marks each) : **[10]**

a) Explain the linkage between performance & remuneration systems with suitable examples.

b) Distinguish between minimum wage, fair wage & living wage in detail.

P.T.O.

Q4) Answer any 1 out of 2 (10 marks each) : **[10]**

a) Explain various components of 'salary'. What are different deductions in salary calculations?

b) Mention the expatriate compensation approaches.

Q5) Answer any 1 out of 2 (10 marks each) : **[10]**

a) "Employee recognition is a tool for better employee engagement." Comment on it with illustration.

b) Discuss the reward management system for directors & senior executive. Which one is more challenging and why?

□□□

Total No. of Questions : 5]

SEAT No. :

P-8062

[Total No. Of Pages : 2

[6119]-306
S.Y. M.B.A. (HRD)
307 UL - INSTRUMENTS IN HRD
(Rev.2020) (Semester - III)

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

Instrictions: ***1) All questions are compulsory.***
2) All questions carry 10 marks.

Q1) Attempt any 05 questions from following : **[10]**

a) What is succession planning.

b) Explain the term Human Resource Planning

c) Define executive development.

d) What is MBTI

e) State any 02 objectives of career planning

f) Write any 02 organisational benefits of coaching.

g) Define Locus of control

h) What do you understand by PMS.

Q2) Write short notes (any 02) : **[10]**

a) Organisational benefits of training

b) Objectives of succession planning

c) MAO - C

Q3) What is 16 PF? What are the Primary Factors of 16 PF? **[10]**

OR

Explain in detail MAO - B Framework

Q4) Discuss in detail the need for measuring HR capabilities of an organisation and the business alignment challenges. **[10]**

OR

Write a detail note on HR framework and competency based HR.

Q5) Elaborate the importance and objectives of career planning. **[10]**

OR

Write a detail note on MBTI



Total No. of Questions : 5]

SEAT No. :

P9879

[Total No. of Pages : 2

[6119]-307A
M.B.A. - II (HRD)
308 UL : BEST PRACTICES IN HR
(2020 Revised 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) ***Figures to the right indicate full marks.***

Q1) Solve any five : **[5×2=10]**

a) What is the main aim of strategic HRM? **[2]**

b) What are various costs in HR Accounting? **[2]**

c) What are the prerequisites of an HR Audit? **[2]**

d) Explain Balanced scorecard parameters. **[2]**

e) What are the difficulties or challenges of KM? **[2]**

f) What is the human capital cost? **[2]**

g) What are the problems in accounting for Human resources? **[2]**

h) Define knowledge management. **[2]**

Q2) Solve any two : **[2×5=10]**

a) What are the Behavioural aspects of management control? **[5]**

b) What are the 3 pillars of sustainability? **[5]**

c) What are the 5P's of strategic HRM? **[5]**

P.T.O.

Q3) Solve any one :

a) What is value? Define the following terms used in the context of human resource. **[10]**

i) Individual's value to an organization.

ii) Group value to an organization.

iii) Peer group behaviour.

OR

b) What role does HR audit play in succession planning and ensuring that an organization has a strong pipeline of future leaders? **[10]**

Q4) Solve any one :

a) Briefly discuss the four components of the Workforce scorecard. How would you go about implemention the Balanced Scorecard within your organization? **[10]**

OR

b) What is organizational sustainability? What challenges do organizations face while implementing sustainability practices? **[10]**

Q5) Solve any one :

a) How can knowledge management be used to create competitive advantages? What is the relationship between knowledge management and innovation? **[10]**

OR

b) How is accounting used in HR? What is an example of HR accounting? **[10]**



Total No. of Questions : 5]

SEAT No. : ____

P8981

[Total No. of Pages : 2

[6119]-401

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

401 GC : COMPETENCY MAPPING AND CAREER DEVELOPMENT

(2020 Revised Pattern) (Semester-IV)

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

Instructions to the candidates:

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

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

a) Define competency.

b) List the common cause of resistance to competency models.

c) What are functional or technical competencies.

d) Define leadership competencies in a managerial context.

e) List the steps in developing competency model.

f) List two methods of careers development in management.

g) Define career path

h) Define careers transition.

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

a) Compare and contrast traditional & innovative methods in employee career enhancement.

b) How do knowledge, Skills & Abilities (KSA) differ from competency?

c) Explain the process of career planning.

P.T.O.

Q3) Answer any one questions: **[10]**

a) Assess & elaborate the impact of differentiating competencies on organizational performance.

b) How does the Iceberg model contribute to understanding hidden aspects of competency?

Q4) Answer any one question **[10]**

a) Explain how the Delphi Technique can be applied to develop a competency framework for a specific role.

b) Elaborate the benefits of mentoring' for employee development.

Q5) Answer any one questions: **[10]**

a) Evaluate the potential benefits and challenges of using 360 degree feedback for competency assessment.

b) Describe the factors affecting to career development of an individual & suggest relevant solutions for the same.

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Total No. of Questions : 5]

SEAT No. :

P-8719

[Total No. of Pages : 2

[6119]-402

M.B.A. - II (HRD)

402GC : PR & CORPORATE COMMUNICATION

(Revised) (2020 Pattern) (Semester - IV)

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

Instructions to the candidates:

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

Q1) Solve any five questions : **[10]**

a) Define corporate image.

b) What is the role of a PR officer?

c) What are the types of House Journals?

d) What do you understand by PR campaign?

e) Define the meaning of public relations.

f) What is the first step in planning a publicity campaign?

g) Explain any two PR tools.

h) What does corporate advertising concentrate on?

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

a) Explain the important elements to be considered while preparing a PR strategy.

b) Write a short note on corporate identify?

c) Briefly explain the important points to be considered while designing PR campaigns.

P.T.O.

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

a) What is E-PR? Explain the various tools used in E-PR?

OR

b) Explain the role of PR department in organizational crisis.

Q4) a) How does corporate reputation intertwine with the amalgamation of corporate image & corporate identity. **[10]**

OR

b) Discuss in brief the fundamentals of successful new letter and the importance for an organizational in publishing a newletter.

Q5) a) Elaborate upon the role of PR in marketing, advertising, sales promotions & lobbying. **[10]**

OR

b) Explain Psychology of consumer connected to the concepts of PR.

Total No. of Questions : 5]

SEAT No. :

P8063

[Total No. of Pages : 2

[6119]-403

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

403 GC - LABOUR LAWS - IV

(Revised 2020 Pattern) (Semester - IV)

Time : 2½ Hours] *[Max. Marks : 50*

Instructions to the candidates:

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

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

a) Extent & application of bonus act.

b) Define trade union.

c) Define International convenants.

d) Define certifying authority as per IT act.

e) Define allocable surplus.

f) Define registrar as per trade union act.

g) Define key pair as per IT act.

h) Define Human Rights.

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

a) Payment of minimum & maximum bonus.

b) Constitution of State Human Right Commission.

c) Inspector as per payment of bonus act.

P.T.O.

Q3) a) Explain the process of registration of trade union. **[10]**

OR

b) Explain the procedure of complaints & inquiry as per protection of Human Rights Act.

Q4) a) Explain the provisions related to attribution, acknowledgment? Despatch of Electronic records? **[10]**

OR

b) Define Accounting year? Explain the provisions of section 6, sums deductible from gross profits of payment of bonus act.

Q5) a) Explain the functions of controller as per IT act. **[10]**

OR

b) Explain the provision of cancellation of registration & appeal as per trade union act.



Total No. of Questions : 3]

SEAT No. :

P8064

[Total No. of Pages : 6

[6119]-404
S.Y. M.B.A. (HRD)
404GC : Cases in Human Resources
(2020 Revised Pattern) (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: 01

For many large employers, the cost of recruiting graduates onto graduate training programmes represents a significant investment in human capital. These costs include the cost of the graduate 'search', promotional material to encourage applications among the best graduates and the cost of the rigorous and extensive selection process. This is not to mention the relatively large salaries and considerable benefits offered as an enticement to choose an employer over their competitors. In addition to the recruitment costs, the cost of the training programmes offered by many graduate employers can be considerable.

A large business consultancy — Walker, Bird and Black (WBB) — recruits a cohort of between 40 and 50 graduates each year onto its three-year graduate training programme. Among graduate job- seekers, the scheme is considered to be among the more prestigious and is known to be among the highest-paying. For this reason, competition for the scheme among graduates is fierce and WBB chooses to focus its recruitment activity on more prestigious universities. In 2008, for example, 70 per cent of its graduate intake came from just five universities. While graduate recruits often take on managerial responsibilities relatively early in their careers, the aim is to create a talent pool for more senior managerial positions and, therefore, retention of graduate recruits is paramount. To achieve this objective, the development programme is highly structured and whilst there is limited scope for recruits to specialise in particular areas of the business or in specific managerial roles, the programme seeks to develop generic managerial competencies to enable graduate recruits to fulfil a range of future positions. The programme includes personalised development programmes, mentoring, secondments (including frequent international assignments in its overseas operations and in partner or client

P.T.O.

organisations) and work shadowing. During the three years, each graduate also has the opportunity to work across different departments and operational areas of the company and to work in cross-functional project teams, often in leadership roles. The 'programme' graduates are treated very much as separate to other graduates working in the firm during their three years' training.

A problem for many graduate recruiters is retention of graduates both during and following the formal programme, especially given the investment already made in recruiting and developing graduates. WBB experience a lower level of turnover of employees during the programme than the industry average, which the company puts down to the content of the programme and the range of benefits they offer their recruits. In the two years following the programme, however, WBB experiences an unacceptable level of turnover among its graduate recruits, many leaving to take up opportunities at rival employers. In exit interviews, graduate recruits leaving the firm rarely mention pay as a reason for leaving but they often complain about a lack of opportunities for further advancement and development, particularly those recruited following a restructuring of the firm to promote team-based working and to eliminate unnecessary layers of bureaucracy. Senior managers also express disappointment about the ability of those completing the programmes to act independently and effectively in more senior managerial roles and to take the initiative in decision- making and problem-solving. Subsequently, two of the rarely available senior managerial roles have recently been filled by external recruits, rather than from inside the company.

Questions

1. In what ways do you think that the approach taken to graduate recruitment and training has contributed to the problems being experienced at WBB? **[10]**

2. How would you go about addressing the problems at WBB? In particular, what suggestion would you offer for reformulating the graduate training programme to address the concerns of:

   a. graduates who might be thinking of leaving the firm;

   b. senior managers who bemoan the lack of 'readiness' of graduate recruits to take on more senior roles? **[15]**

Case No: 02

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.

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: (5 Marks each)

1. How do you view the request of Rajesh seeking voluntary retirement from the company? Does it deserve compassion from the management?
2. Do you agree that the approach of the HR Manager towards this issue?
3. What should the management do now for resolving the mess?
4. Summarise the case.
5. Give a suitable title to the case.

Case No. 03

In 2005, the UK government launched its Local Government Pay and Workforce Strategy which sought to outline how local government should address the challenges of providing 'community leadership and improved services within controlled budgets' and better respond to changing customer needs and expectations. At the heart of the strategy was the following sentiment:

Local authorities need the right people, working in the right way and within the right culture. Achieving this demands nothing less than a transformation in many authorities' working practices. Authorities can't afford to take a piecemeal approach to workforce issues, responding to problems as they arise in an ad hoc way. They need to look ahead, analyse the key workforce issues, anticipate problems and take a strategic approach to develop the workforce needed to achieve their corporate objectives.

This strategy was pursued by Shire County Council in its efforts to respond to central government policy, including the need for ongoing efficiency savings, and reduced budgets. Following the strategy, Shire County Council set out five central elements of its change process:

1. Developing the organisation through the redesign of processes to generate continuous improvement and flexibility; workforce modelling, including the redesign of jobs and outsourcing some jobs to 'partner' organisations; and the implementation of high performance work systems to increase productivity and flexibility in service delivery.
2. Developing leadership capacity through skills development at all levels with an explicit focus on internal development and increasing diversity of the 'talent pool'.
3. Developing workforce skills and capacity through increasing per head 'spend' on training and development, particularly for frontline staff.
4. Resourcing, recruitment and retention through the development of a strong internal labour market and, in particular, addressing a number of areas of considerable skills shortages (for instance, social workers, occupational therapists, environmental health officers, trading standards officers, planning officers and educational psychologists).

5. Pay and rewards through balancing the need for attractive salary packages with providing value for money. Explicit objectives in this area include ensuring pay inequality, eliminating occupational segregation and formulating 'total reward' packages.

The implications of pursuing these objectives have been manifold. The Council's directly employed workforce has been reduced by approximately 900, through voluntary redundancy and a substantial proportion of Shire's activity having been outsourced to 'partner' organisations in the private sector (although many continue to work on council premises). In some areas of activity, such as IT, the department has been considerably rationalised with a core of essential employees being retained on permanent contracts supplemented with sub-contractors employed as and when required, often for considerable periods of time (for example, for the design and implementation of new computer systems). There have been considerable changes to working practices, including a removal of traditional job demarcations and employees increasingly 'working in cross- departmental project teams which are largely self-managed. These teams are, however, limited to certain sections of the organisation. Departmental structures have been 'flattened' with a significant number of managerial posts having been removed in favour of encouraging greater responsibility and accountability among the remaining workforce. Pay structures have also been rationalised and the council has introduced a more formal performance management system which sets each employee's KPIs (key performance indicators) that must be achiaved for progression to the next salary band. Progression through salary bars is now dependent on promotion. Historically, local government employees have benefited from relatively secure employment often associated with hierarchical progression up a narrow-banded pay structure, passing through pay bars relatively easily. Changes to the pay structure have, therefore, led to considerable disquiet among employees. These changes have also contributed to the significant loss of some senior council employees, who have complained that these changes have resulted in the intensification of work, leading to, as one employee put it, a desire to 'get out of the rat race'.

However, three years after the change process at Shire County Council, a review by senior management has revealed that many aspects of these objectives are far from having been achieved. In particular, recruitment and retention of key staff have actually worsened since this process was begun. The areas of skills shortage identified in the change objectives remain problematic. Whilst the council has made concerted efforts to recruit adequate numbers of these skilled workers, there is significant turnover among them, with many specialists leaving to work in other parts of the public sector, particularly junior

practitioners. Turnover has also worsened among frontline staff, despite greater investment in training and development among this group. Moreover, despite concerted efforts to recruit from a wider pool in order to increase workforce diversity, this appears not to have led to a significantly greater number of employees from minority groups progressing to senior positions. This has resulted in a number of highly qualified employees leaving the council for work in the private sector, often at a higher level.

Problems have been particularly acute in the HR department itself. Before the change process, the department employed four grades of HR professionals: administrators, advisors, consultants and managers (who reported to the HR director). Administrators and advisors worked in small teams, servicing the HR needs of particular parts of the council. Consultants were typically specialised in one area (for example, payroll) and often took the lead in organisational-level projects. HR managers oversaw the activities of the department as a whole. As part of the change process, the HR advisory role was outsourced to a third-party service provider, meaning that all HR advisors would become directly employed by the service provider but work exclusively on work for the council. They were relocated to a purpose-built 'service centre' where they would provide support to line managers across the organisation. The majority of the HR administrators were made redundant, or 'promoted' to the role of HR advisor, following the introduction of a self-service portal on the company's intranet allowing line managers to perform their own HR transactions. The HR consultants and managers remained employed directly by the council forming a 'strategic HR team'. Prior to the restructuring, all HR consultants had previously worked as HR advisors at the council. Two recent appointments to the role have, however, been of external applicants, despite three HR advisors applying for the role. In the last six months, seven HR advisors have left their jobs, including two women, after their request to work flexible hours following maternity leave was refused.

Questions

1. What are the problems for employee development and career management that have been created by the organisational restructuring and implementation of new policies? **[10]**
2. What are the career management policies and practices that you would implement to assist in the achievement of the council's strategic objectives? **[15]**

Total No. of Questions : 5]

SEAT No. :

P8065

[Total No. of Pages : 2

[6119]-405
S.Y.M.B.A. (HRD)
405 UL : INTERNATIONAL HR
(Revised 2020 Pattern) (Semester - IV)

Time : 2 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) Define international HR.

b) What is 'Host Country National'.

c) Two strategies to retain international talent.

d) Name two selection methods used for recruiting international talent.

e) Concept of "localization".

f) Explain concept of "reverse cultural shock"

g) Write benefits of diverse workforce.

h) Two strategies for global leadership.

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

a) Discuss the challenges faced by organisation in managing global virtual teams.

b) International compensation plays a cracial rate in attracting and retaining global talent explain.

c) Explain the role of HR in managing expatriate assignments. Discuss the steps involved in the process.

P.T.O.

Q3) a) Suggest some international business strategies to manage the international diverse workforce in the organisation. **[10]**

OR

b) Write a note on recent trends in international staffing & its importance.

Q4) a) Write objectives of international compensation management and also explain factors affecting international compensation management. **[10]**

OR

b) Explain the challenges in managing expatriation and repartriation in organisation.

Q5) a) What are the managerial and social cultural issues in international HR. **[10]**

OR

b) Compare and contract the concept and essentials of domestic and international HR.



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

P9711 **[Total No. of Pages : 2**

[6119]-406
M.B.A. - II (HRD)
406UL : COLLECTIVE BARGAINING
(2020 Revised Pattern) (Semester - IV)

Time : 2 Hours] ***[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) What are the types of Collective Bargaining? **[2]**

b) Who can participate in collective bargaining? **[2]**

c) What are the theories of collective Bargaining? **[2]**

d) Define Collective Bargaining. **[2]**

e) List any two objectives of Collective Bargaining. **[2]**

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

g) Why is collective bargaining important for business? **[2]**

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

Q2) Solve any two. **[2×5=10]**

a) What are the different difficulties faced during the Administration and agreements in the Collective Bargaining Process? **[5]**

b) What are the consequences and impact of respecting freedom of association and the right to Collective Bargaining? **[5]**

c) What preparations are to be made for collective bargaining. **[5]**

P.T.O.

Q3) Solve any one.

a) Explain negotiation. What are the steps involved in preparing and conducting effective negotiation? **[10]**

OR

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

Q4) Solve any one.

a) 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]**

OR

b) Can you guide on setting up a protocol for relations between management and workers, more specifically the elements and mechanisms required for a natural system of industrial relations? **[10]**

Q5) Solve any one.

a) Explain the term conflict. Explain the conflict-choice model of negotiation of wage setting under Collective Bargaining. **[10]**

OR

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