

Total No. of Questions : 5]

SEAT No. :

PE5873

[Total No. of Pages : 2

[6552]-1

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

**PPM 501 MJ : GC - 01 : PRINCIPLE AND PRACTICE OF
MANAGEMENT**

(2024 Credit Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) All questions are compulsory.*
- 2) Each questions having 10 marks.*
- 3) Figures to the right indicate full marks.*

Q1) Answer any 5 out of 8 (2 marks each) :

[10]

- a) Define management and mention its scope.
- b) State any two managerial skills essential for modern managers.
- c) Write any two features of strategic management.
- d) Mention any two factors affecting planning.
- e) What is centralization? Give any two advantages.
- f) Define staffing and state its importance.
- g) Write any two steps in the controlling process.
- h) State any two characteristics of decision - making.

Q2) Answer any 2 out of 3 (5 marks each) :

[10]

- a) Explain the significance of management in achieving organizational goals.
- b) Describe the systems management theory with suitable examples.
- c) Explain the need for organizational design to support change and innovation.

P.T.O.

Q3) Answer any 1 out of 2 :

[10]

- a) Analyse the contributions of F.W. Taylor to modern management practices.
- b) Explain Peter Drucker's modern management concepts with suitable examples.

Q4) Answer any 1 out of 2 :

[10]

- a) Compare the classical theories of management with modern management theories.
- b) Explain the importance of organizing and discuss the principles of organizing.

Q5) Answer any 1 out of 2 :

[10]

- a) Evaluate the types of decisions taken by managers under different decision making conditions.
- b) Explain the steps involved in the decision-making process.



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SEAT No. :

PE5874

[Total No. of Pages : 2

[6552]-2

First Year M.B.A. (HRD)

OBE502MJ-GC-02-102 : ORGANISATIONAL BEHAVIOUR

(2024 Credit Pattern) (Semester-I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.*
- 2) Figures to the right indicates full marks.*
- 3) Use of charts/models is advised wherever applicable.*

Q1) Answer any five questions. Each carry 2 marks.

[5×2=10]

- a) Define Attitude.
- b) Mention 4 quadrants of Johari Window.
- c) List down types of models of OB.
- d) Explain Org. culture.
- e) Define Halo perception.
- f) Name 3 steps in Kurt Lewin's model of Org. change.
- g) Define type A personality.
- h) Name the components of Attitude.

Q2) Solve any two (each of 5 Marks).

[2×5=10]

- a) Define perception, state the steps in perception process.
- b) Explain autocratic & custodial models of OB.
- c) Explain 5 stage model of group development.

P.T.O.

Q3) a) MBIT test is very effective to understand the personality traits of an Individual. Explain. [10]

OR

b) Explain 'Role of leader in each step of team development give the appropriate examples.

Q4) a) Design a team building activity for MBA fresher candidates who has joined as management trainee in pharma company as sales representatives. [10]

OR

b) "Style of leadership has impact on employee performance" discuss with suitable example.

Q5) a) Effective conflict management techniques on important for organisational success. [10]

OR

b) Evaluate various risks of misapplying motivation theories in discuss work environments.



Total No. of Questions : 5]

SEAT No. :

PE5875

[6552]-3

[Total No. of Pages : 2

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

**EHR-503-MJ-GC-03 : ECONOMICS FOR HUMAN RESOURCE
MANAGEMENT**

(2024 Credit Pattern) (Semester-I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Write answers in short. (Solve any 5 out of 8) (2 Marks each). **[5×2=10]**

- a) Define the concept of “Labour Demand” and explain its significance in the Labour Market.
- b) What is the elasticity of demand for labour? Explain its application.
- c) Explain the factors that influence the supply of labour in relation to the growth of the labour force.
- d) List and explain any two labour market policies.
- e) What is “Employee Onboarding”? Explain its importance in an organisation.
- f) Explain the difference between probation and contingent contracts in employee selection.
- g) What are voluntary retirement schemes (VRS)? Explain their impact on individual labour supply.
- h) What are the key problems associated with the implementation of minimum wages?

Q2) Solve any 2 out of 3: (5 Marks each) **[2×5=10]**

- a) Explain the concept of fair wages and the challenges faced while implementing minimum wages.
- b) Discuss the wage differentials in terms of firm, industry, occupation, region, sex and skills.
- c) Explain the role of Pay Commissions in shaping wage policy in India. How do they impact employees?

P.T.O.

Q3) Solve any 1. [10]

- a) Explain the various components of compensation and their role in employee motivation and retention.
- b) What is strategic compensation planning? Discuss its importance in modern organisations.

Q4) Solve any 1. [10]

- a) Discuss the different types of incentives used in organisations and their impact on employee performance.
- b) What are Employee Stock Ownership Plans (ESOPs)? How do they contribute to employee retention and company growth?

Q5) Solve any 1. [10]

- a) Discuss the factors influencing labour mobility and how organisations can design incentives to retain critical workers.
- b) Explain the concept of discrimination in the workplace. Discuss the laws against discrimination and their usefulness.



Total No. of Questions : 5]

SEAT No. :

PE5876

[Total No. of Pages : 2

[6552]-4

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

**HRM 504 MJ-GC-04 : HUMAN RESOURCE MANAGEMENT
(2024 Credit Pattern) (Semester - I)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Answer any 5 out of 8 questions. (2 marks each)

[10]

- a) What are 2 qualities of successful HR manager?
- b) What is the meaning of 'succession planning'?
- c) Define the term induction.
- d) Explain the meaning of performance mentoring.
- e) Describe the terms promotion and transfer.
- f) What is Fringe Benefits?
- g) Explain the term TQM.
- h) What is the meaning of Retrenchment.

Q2) Answer any 2 out of 3 questions. (5 marks each)

[10]

- a) Explain the steps involved in Job Analysis with describing the term 'Job Analysis'.
- b) Define HRM. Explain its scope and objectives.
- c) What are the various methods of performance Appraisals. Explain any 2 modern methods of performance Appraisal.

P.T.O.

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

- a) What is the role of compensation and rewards in organization. Explain the components of compensation structure.
- b) Explain in detail the process of developing effective training programmes and need for training in improving organizational effectiveness.

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

- a) Justify the significance of training need analysis with reference to training evaluation.
- b) Do you think collective bargaining helps in avoiding disputes. Explain with the importance of collective Bargaining in organization.

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

- a) Define career Management. Discuss the role of management and employees for effective career development in an organization.
- b) What is Trade union. Explain the role and future of Trade union in brief.

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Total No. of Questions : 5]

SEAT No. :

PE5877

[Total No. of Pages : 2

[6552]-5

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

LLA 505 MJ-GC-05 : LABOUR LAW - I

(2024 Credit Pattern) (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.*
- 3) *Use necessary diagrams whenever necessary.*

Q1) Solve any five:

[5×2=10]

- a) Name two principal organizations of the International Labour Organization (ILO).
- b) Define the term “adult” under the Factories Act, 1948.
- c) What is the meaning of “occupier” in the Factories Act, 1948?
- d) State any two objectives of Labour Legislations in India.
- e) What is Collective Bargaining?
- f) List any two authorized deductions allowed under the Payment of Wages Act, 1936.
- g) What is the meaning of “Standing Orders” under the Industrial Employment (Standing Orders) Act, 1946?
- h) Mention two categories of establishments covered under the Bombay Shops and Establishments Act. 1948.

Q2) Solve any two:

[2×5=10]

- a) Discuss how labour laws have adapted to industrial changes over time.
- b) Describe the process of certifying Standing Orders under the Industrial Employment (Standing Orders) Act, 1946?
- c) Elaborate in detail about applicability and objectives of Bombay Shops and Establishments Act, 1948.

P.T.O.

Q3) Solve any One:

[10]

- a) If you are the HR Manager of renowned organisation, how will you frame the policies with reference to health, safety provisions under the Factories Act, 1948?
- b) Discuss the provisions related to authorized and unauthorized deductions under the Payment of Wages Act, 1936.

Q4) Slove any one:

[10]

- a) Schematically explain the provisions related to registration of establishments and working hours of Restaurants and theatres under the Bombay Shops and Establishments Act, 1948.
- b) How has India contributed to the International Labour Organization?

Q5) Solve any one:

[10]

- a) Outline the provisions related to approval, inspecting staff and define hazardous process under the Factories Act, 1948.
- b) Elaborate the provision relating to posting of Standing Orders, duration and modification of Standing Order under the Industrial Employment Standing Orders Act, 1946.



Total No. of Questions : 5]

SEAT No. :

PE5878

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[6552]-6

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

ODE 506 MJ-GC-06 : ORGANISATIONAL DEVELOPMENT

(2024 Credit Pattern) (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 the following: (Any five) [5×2=10]

- a) What are the main objectives of Organizational Development?
- b) Who developed the Managerial Grid Model and what does it emphasize?
- c) Define “Action Research” in the context of OD.
- d) State any two assumptions of OD.
- e) What is the significance of the “Unfreezing” stage in Lewin’s Change Model?
- f) How does Systems Theory help in understanding organizations?
- g) Explain how employee participation contributes to successful OD interventions.
- h) What role do Parallel Learning Structures play in implementing change?

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

- a) How does action research help in developing organization? Explain the process of action research.
- b) Explain structural intervention. Discuss various types of intervention.
- c) Explain the role and competencies of a Change Agent in the OD process with suitable examples.

Q3) Answer the following: (Any one) [10]

- a) What is OD? Highlight the essential characteristics values, beliefs and assumptions in relation with OD.

OR

- b) What is an OD intervention and how does it fit the organizational development process. What are the key considerations while deciding on an intervention.

P.T.O.

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

- a) Evaluate and design effective Interpersonal and Group Process Approaches for enhancing Organizational Development.

OR

- b) Explain role of Leadership skill in development of any organization with suitable example.

Q5) Answer the following: (Any one) [10]

Case Study-

- a) Shravan, President of Apex Door, has a problem. No matter how often he tells his

employees how to do their jobs, they invariably “decide to do it their way”, as he puts it and arguments ensue between Shravan, the employee and the employee’s supervisor. One example is the door-design department, where the designers are expected to work with the architects to design doors that meet the specifications. While it’s not “rocket science”, as Shravan puts it, the designers invariably make mistakes-such as designing in too much steel, a problem that may Cost Apex tens of thousands of wasted rupees, once you consider the number of doors in, say a 30-storey office tower. The current training process is as follows. None of the jobs has a training manual, although several have somewhat out-of-date job descriptions. The training for new people is all on the job. Usually, the person leaving the company trains the new person during the one or two week overlap period, but if there’s no overlap, the new person is trained as well as possible by other employees who have filled occasionally on the job in the past. The training is basically the same throughout the company-for machinists, secretaries, assemblers and accounting clerks, for example.

Questions

- i) What do you think is Apex’s training process? Could it help to explain why employees “do things their way” and if so, how?
ii) Explain in detail what you would do to improve the training process at Apex. Make sure to provide specific suggestions.

OR

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



Total No. of Questions : 5]

SEAT No. :

PE5879

[Total No. of Pages : 2

[6552]-7

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

**PAS 507 MJ-GC-07 : PERSONNEL ADMINISTRATION SYSTEM
(2024 Credit Pattern) (Semester - I)**

Time : 2 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Answer any five out of eight questions.

[5×2=10]

- a) Define the key terms related to personnel policy.
- b) How is work time counted for salaried workers?
- c) Why the leave policy is important?
- d) What is statutory compliance in HR Salary?
- e) What's the meaning of probation period?
- f) What are the principles of promotion?
- g) What is TDS cut in salary?
- h) Why is a warning letter is important?

Q2) Answer any two:

[2×5=10]

- a) What is Professional Tax and why is it necessary to deduct Professional Tax.
- b) What is domestic enquiry and why is it necessary to be followed.
- c) Write the procedure for penalties of an employer if he fails to pay gratuity on time.

P.T.O.

- Q3) a)** What are the provisions of ESI Act regarding various benefits available to an employee? [10]

OR

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

- Q4) a)** Anita has been working as a senior accountant since last 15 years in a Engineering college. Design a possible job enlargement and job enrichment sheets for her. [10]

OR

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

- Q5) a)** Write an appointment letter with terms and conditions of the service appointing HR manager of Automobile company. [10]

OR

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

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Total No. of Questions : 5]

SEAT No. :

PE5880

[Total No. of Pages : 3

[6552]-8

First Year M.B.A. (HRD)

IKS-508-MJ-GC-08 : INDIAN KNOWLEDGE SYSTEMS

(Revised 2024 Credit Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Answer any 5 out of 8. (2 marks each)

[10]

- a) Define Motivation.
- b) Leadership style of Chhatrapati Shivaji Maharaj.
 - i) Autocratic
 - ii) Laissez-Faire
 - iii) Democratic
 - iv) Adaptive
- c) The concept of dharma in Indian spirituality refers to _____.
 - i) Renunciation
 - ii) Material gain
 - iii) Personal and professional responsibilities aligned with spiritual values.
 - iv) The result of ones on actions
- d) _____ is a Key principle in Jugaad innovation
 - i) Maximal use of expensive resources
 - ii) Flexible thinking and problem-solving limited resources
 - iii) Standardized production processes
 - iv) A focus on high tech solutions

P.T.O.

- e) The term CSR stands for _____.
- i) Corporate sustainability and responsibility
 - ii) Corporate services and response
 - iii) Corporate social responsibility
 - iv) Corporate success and rewards
- f) _____ is a critical challenge in scaling Jugaad innovations
- i) High production cost
 - ii) Difficulty in maintaining same level of resource efficiency at larger scale
 - iii) Lack of creativity and flexibility.
 - iv) Over reliance on expertise
- g) Name Four type of Vedas.
- h) Shivaji Maharaj Employed a special War Tactic Known as _____
- i) Guerilla Warfare
 - ii) Naval Warfare
 - iii) Cavalry Warfare
 - iv) Fortification

Q2) Short Questions and answer any 2 out of 3. (5 marks each)

[10]

- a) Explain self-awareness principles
- b) Astha Pradhan Mandal system of Chhatrapati Shivaji Maharaj
- c) Characteristics of Family

Q3) a) Explain the innovative strategies of Shivaji Maharaj in governance and Warfront. **[10]**

OR

b) Explain Gita based decision making framework. **[10]**

Q4) a) Explain in detail the importance of resourcefulness and creativity in Jugaad innovation. **[10]**

OR

b) Explain in brief the overview of western Management Theories. **[10]**

Q5) a) What is significance of CSR (Corporate social responsibility) for family owned business. **[10]**

OR

b) Explain in brief philosophical foundations of IKS and WMT. **[10]**



Total No. of Questions : 5]

SEAT No. :

PE5881

[Total No. of Pages : 2

[6552]-11

**F.Y. M.B.A. (Human Resource Development)
LWE 551 MJ (GC - 09) : LABOUR WELFARE
(2024 Credit Pattern) (Semester - II)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Attempt any five

[5×2=10]

- a) What is Labour welfare?
- b) Enlist the objectives of ILO?
- c) State the functions Labour welfare officer.
- d) State the difference between personal manager & welfare officer. (any two)
- e) Enlist any two non-statutory welfare amenities.
- f) State different forms of workers participation in management.
- g) Write any two objectives of Bombay Labour welfare fund Act - 1953.

Q2) Answer any two of the following:

[2×5=10]

- a) Write qualification, functions & duties of Labour welfare officer.
- b) Explain the role of NGO and Local Government in not statutory welfare amenities.
- c) Explain in brief the concepts & components of Bombay Labour welfare fund Act - 1953.

P.T.O.

Q3) a) Explain in detail the theories of labour welfare. **[10]**

OR

b) Describe the History, scope objectives of ILO.

Q4) a) Explain the relationship of welfare with mental, physical and social health. **[10]**

OR

b) Workers participation in management is considered a key element in industrial democracy critically examine the concept of workers participation in management.

Q5) a) A Manufacturing company, ABC chemicals, produces a variety of chemical products. The company has a facility with multiple production lines and employees work with various chemicals throughout the day. Recently there have been concerns about the potential health effects of exposure to these chemicals. How could you conduct an industrial hygiene assessment to identify & evaluate the potential health hazards in the facility. **[10]**

OR

b) Explain in brief the definition, scope objectives and principles of labour welfare.

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Total No. of Questions : 5]

SEAT No. :

PE-5882

[Total No. of Pages : 2

[6552]-12
M.B.A. (HRD)
LLA552MJ - 202 GC - 10: LABOUR LAW - II
(2024 Pattern) (Semester - II)

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 full form of UAN in provident fund stands for?
- b) Define “Industrial Dispute” as per the Act.
- c) What is the main objective of Maternity Benefit Act?
- d) List down 4 benefits under ESI Act?
- e) Under what circumstances can the government apply the EPF Act to an establishment that has a common provident fund with another establishment?
- f) Define ‘Strike’ under the Act?
- g) List down two unfair labour practices
- h) Who has the authority to inspect the records maintained by an establishment employing contract labour?

Q2) Solve any Two out of the following :

[10]

- a) Explain the process of conciliation, arbitration and adjudication in resolving industrial disputes.
- b) Briefly describe the types of benefits provided under the ESI Act, 1948.
- c) What are the key contributions mandated under the EPF scheme and how are they calculated.

Q3) a) Define the term “Industrial Dispute”. State powers and duties of Authorities appointed under Industrial Dispute Act? [10]

OR

- b) Describe the welfare provisions provided to the contract labourers under the Act?

Q4) a) Explain the role of advisory Boards at state & central level under the Act? Who are its members? [10]

OR

- b) Define the term maternity benefit, medical bonus and explain when the benefit is forfeited under the Act, 1961?

Q5) a) Define strikes, lockout. Explain the legal provisions regarding strikes and lockout according to the Act? [10]

OR

- b) Discuss various kind of leave to which a woman is entitled under. The Maternity Benefit Act-1961?



Total No. of Questions : 5]

SEAT No. :

PE5883

[Total No. of Pages : 2

[6552]-13

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

IRE553MJ - GC 11 - 203 : INDUSTRIAL RELATIONS

(2024 Credit Pattern) (Semester - II)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Solve any five

[5×2=10]

- a) Define Industrial Relations and state its importance?
- b) What are the functions of Trade Union?
- c) Explain the concept of collective Bargaining.
- d) What are the causes of Industrial Dispute.
- e) What is Grievance? Describe its handling.
- f) State the objective of Trade union in the context of globalization.
- g) State any two benefits of workers participation in management.
- h) Who are the key parties involved in Industrial Relations?

Q2) Solve any two.

[2×5=10]

- a) Discuss the impact of IT on the role of Trade unions.
- b) Explain the role of the Judiciary in resolving Industrial Dispute.
- c) Write short note on characteristics of collective Bargaining.
- d) What are the factors that affect collective Bargaining.

P.T.O.

Q3) Solve any one

[10]

- a) Briefly discuss the machinery for solving Industrial Disputes under the Industrial Disputes Act, 1947.

OR

- b) Discuss the significance of negotiation in the settlement of Industrial Disputes.

Q4) Solve any one

[10]

- a) What is collective Bargaining and what are the essential element for tis success?

OR

- b) How does collective Bargaining contribute to maintaining harmonious labour Relations?

Q5) Solve any one

[10]

- a) Explain the role of a Functional Manager in Promoting peaceful Industrial Relations.

OR

- b) What do you mean by Grievance? Explain the steps involved in the Grievance Handling procedure.

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Total No. of Questions : 5]

SEAT No. :

PE-5884

[Total No. of Pages : 2

[6552]-14

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

TDE - 554 MJ - GC - 12 : TRAINING AND DEVELOPMENT
(2024 Pattern) (Semseter - 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.
- b) Enlist any four reasons for the essentials of managers training.
- c) State any four objectives of Training.
- d) Differentiate any two point of Training and development.
- e) Enlist the different training steps.
- f) State any four advantages of technology based training.
- g) What is ROI of Training?
- h) State any four key functions of training?

Q2) Answer any two out of three:

[2 × 5 = 10]

- a) Explain in detail any five types of training. Give suitable examples.
- b) What makes a good trainer? Describe the attributes and competencies of sucessful trainer.
- c) Illustrate how a well - structured management development program can improve a company's strategic decision making capabilities.

Q3) Answer a or b:

[1 × 10 = 10]

- a) As a trainer, you are responsible for conducting a workshop an "effective communication skills' for a group of employees. What are the key competencies you must possess as a trainer?

Additionally, explain how you would structure the training session, including methods, activities and evaluation pattern.

P.T.O.

OR

- b) Analyse the training need assessment techniques and explain their significance.

Q4) Answer a or b: **[1 × 10 = 10]**

- a) How cost benefit analysis is used to evaluate training programmes? Justify with suitable examples.

OR

- b) Analyse different contemporary training and development challenges. Give suitable examples.

Q5) Answer a or b: **[1 × 10 = 10]**

- a) Describe the four levels of Kirkpatrick Model for evaluating training effectiveness. Provide an example for each level.

OR

- b) Analyse the impact of training and development on employees performance with suitable examples.



Total No. of Questions : 5]

SEAT No. :

PE5885

[Total No. of Pages : 2

[6552]-15

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

**FHR-555-MJ : (GC-13) 205 : FINANCE FOR HR (MANAGEMENT)
(2024 Credit Pattern) (Semester - II)**

Time : 2 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Attempt any five questions.

[5×2=10]

- a) What is Financial Intelligence?
- b) Explain operating expenses.
- c) Define the term Goodwill.
- d) What is Balance sheet?
- e) What is financial literacy?
- f) Define the term fixed Asset.
- g) What is Revenue expenditure?
- h) What is Account Receivable?

Q2) Attempt any two write brief Account on.

[2×5=10]

- a) Explain the importance of financial Intelligence for HR professionals.
- b) Explain the difference between Income statement and Balance sheet.
- c) Explain the structure of Balance sheet.

Q3) a) Explain How HR professionals can use financial tools and data to make better business decisions. Illustrate your answer with two examples.**[10]**

OR

- b) Explain Income statement. How do operating exp. and capital exp. differ in financial reporting? Illustrate with example. **[10]**

P.T.O.

Q4) a) Explain any five strategies that can be used to improve financial literacy among employees in an organisation. **[10]**

OR

b) What is financial transparency in corporate performance? Why is it important for HR departments. **[10]**

Q5) a) Explain How key components of an Income statement help HR in decision making. **[10]**

OR

b) Explain How the financial statement provide complete picture of company's financial health. How HR professionals use financial statements to support strategic workforce planning? **[10]**



Total No. of Questions : 5]

SEAT No. :

PE-5886

[Total No. of Pages : 2

[6552]-16

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

206 GC(RM-01): BUSINESS RESEARCH METHODOLOGY
(2024 Pattern) (Semester - II) (BRM556MJ)

Time : 2 Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) All Questions are compulsory.
- 2) Figures to the right indicate full marks.

Q1) Attempt any Five out of Eight questions :

[10]

- a) What is Research Question?
- b) Explain Extraneous Variable.
- c) Define Descriptive Research Design.
- d) Write two examples of Nominal Scale.
- e) Describe Reliability of an instrument.
- f) Close Ended questions are:
 - i) Objective type of Questions
 - ii) Unstructured Questions
 - iii) Subjective type of Questions
 - iv) Free Response Questions
- g) Generalized conclusion based on a sample is technically known as:
 - i) Data Analysis and Interpretation
 - ii) Parameter inference
 - iii) Statistical inference
 - iv) Expound New principles
- h) Research problem is selected from the standpoint of:
 - i) Researcher's interest
 - ii) Financial support
 - iii) Social relevance
 - iv) Availability of relevant literature

P.T.O.

Q2) Answer any Two out of Three Questions : **[10]**

- a) Differentiate between Inductive and Deductive Research.
- b) Describe various sources of Secondary Data. Provide guidelines for collecting information through Secondary data.
- c) Discuss in brief different Scale Construction Techniques.

Q3) Answer any One : **[10]**

- a) Prepare a Questionnaire to collect a Feedback of Training session on Skill development given to Employees.
- b) What is Non-Probability Sampling? Explain any three Non-Probability Sampling methods with suitable example.

Q4) Answer any One : **[10]**

- a) Prepare Null and Alternate Hypothesis for the following Situations:
 - i) Researchers want to understand the effects of social media on Mental health of Today's Youth.
 - ii) Researchers want to understand the Adoption of Artificial Intelligence improves the Efficiency of Organization.
- b) Describe the meaning and Objectives of Business Research. Explain the stage of Research.

Q5) Answer any One : **[10]**

- a) Represent the following Data through Histogram.

Age in Years	15-25	25-35	35-45	45-55	55-65	65-75	75-85
Number of Persons	83	118	98	75	54	37	22

- b) Develop a Research Proposal in effects of social media on Stock marketing and cryptocurrency.



Total No. of Questions : 5]

SEAT No. :

PE-5887

[Total No. of Pages : 2

[6552]-21

M.B.A. (HRD)

**(SHR 601 MJ) : Strategic Human Resource Management
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Answer any 5 questions.

[5 × 2 = 10]

- a) Define SHRM.
- b) Explain concept of work - life Balance.
- c) State any 5 sources of E-recruitment.
- d) What is work force Diversity?
- e) Explain concept of leadership?
- f) Enlist 5 necessity of implementing SHRM practices in organisation.
- g) Define Downsizing.
- h) What is career planning?

Q2) Answer any two questions :

[2 × 5 = 10]

- a) Differentiate between functional, business and corporate strategies.
- b) Explain various methods of performance appraisals.
- c) Describe strategic compensation approaches - pay for. Performance and competency based pay with example.

Q3) Answer any one :

[1 × 10 = 10]

- a) Critically evaluate recruitment and selection approaches including virtual hiring and headhunting.

OR

- b) What are the various retention strategies adopted by organisation?

P.T.O.

Q4) Answer any one question :

[1 × 10 = 10]

- a) Explain kirkpatric model of training evaluation in detail, Highlighting its levels and significance in training effectiveness of an pharmaceutical company.

OR

- b) Define Sucession planning and elements of sucession planning.

Q5) Answer any one question :

[1 × 10 = 10]

- a) How do the WTO influences labour standards in organizations by promoting ethical practices, compliances with international norms and workforce diversity.

OR

- b) Differentiate between Global HRM and domestic HRM. Give suitable examples.



Total No. of Questions : 5]

SEAT No. :

PE-5888

[Total No. of Pages : 2

[6552]-22

Second Year .B.A (HRD)

LLA 602 MJ: LABOUR LAWS - III

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Solve any five questions (2 marks each) :

[10]

- a) What do you mean by “Wages in Kind” means under Minimum Wages Act 1948.
- b) Define scheduled employment means under Minimum Wages Act 1948.
- c) What are the types of wages in the Minimum Wages Act, 1948?
- d) Who sets the minimum wage under Minimum Wages Act 1948?
- e) Write the concept unfair labour practices by unions under the Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act, 1971?
- f) Define Gratuity under Payment of Gratuity Act, 1972.
- g) Define “Apprentice” under the Apprentices Act 1961.

Q2) Solve any two out of the three questions : (5 Marks each)

[10]

- a) State duties of Industrial Court under the Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act, 1971. **[5]**
- b) State any two Unfair Practices on the part of Employers under the Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act, 1971 **[5]**
- c) Explain sec 28 under MRTUP Act 1971. **[5]**

P.T.O.

Q3) a) State provisions regarding Fatal Accidents under the Workmen's Compensation Act? **[10]**

OR

b) Write Short Notes on the following :

a) Compensation for Death **[5]**

b) Compensation for Permanent Total Disablement **[5]**

Q4) a) Discuss provisions under payment of gratuity Act for deciding eligibility of gratuity. **[10]**

OR

b) State conditions make an employee to get gratuity and which causes decided disqualified for gratuity under payment of Gratuity Act. **[10]**

Q5) a) State the obligation of Employer (both in case of major and minor trade Apprentices) under the Apprentices Act 1961. **[10]**

OR

b) State the rules regarding hours of work, overtime, leave and holidays of apprentices under the Apprentices Act 1961 **[10]**



Total No. of Questions : 5]

SEAT No. :

PE-5889

[Total No. of Pages : 2

[6552]-23

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

304 -(CMA 604MJ) : COMPENSATION MANAGEMENT
(2024 Pattern) (CBCS & NEP 2020) (Semseter - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Write short answers (any 5 out of 8):

[5 × 2 = 10]

- a) Define compensation management.
- b) What are the components of total rewards?
- c) Define job evaluation.
- d) What is the difference between direct and indirect compensation?
- e) Explain pay structure.
- f) Define incentive plans.
- g) What is internal equity?
- h) What is salary benchmarking?

Q2) Answer any 2 out of 3:

[2 × 5 = 10]

- a) Explain the objectives of compensation management.
- b) Discuss the importance of job evaluation in compensation planning.
- c) Explain the concept of pay for performance.

Q3) Solve any 1:

[10]

- a) Discuss the various methods of job evaluation.
- b) Explain the concept and process of wage and salary administration.

P.T.O.

Q4) Solve any 1:

[10]

- a) Describe the role of compensation in employee motivation.
- b) Explain various theories of wage determination.

Q5) Solve any 1:

[10]

- a) Discuss recent trends in executive compensation in India.
- b) Explain how compensation affects employee retention.



Total No. of Questions : 5]

SEAT No. :

PE-5890

[Total No. of Pages : 2

[6552]-24

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

IHR - 605 MJ : INSTRUMENT IN HRD
(2024 Pattern) (Semseter - III) (2 Credits)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Answer any 5 questions from following.

[5 × 2 = 10]

- a) What is Career Planning?
- b) Explain the term Human Resource Planning?
- c) What do you mean by HRD?
- d) State any 2 objectives of career planning?
- e) What is 16'PF?
- f) Explain the term Training and Development?
- g) What is Locus of control.
- h) What is MAO - B.

Q2) Write short notes any Two.

[2 × 5 = 10]

- a) HRD Tools.
- b) Succession Planning.
- c) MAO - C

Q3) a) Describe the framework of HRD? How does HRD affect organisational effectiveness?

[10]

OR

- b) Explain in detail MAO - B Framework.

P.T.O.

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

OR

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

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

OR

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



Total No. of Questions : 5]

SEAT No. :

PE-5891

[Total No. of Pages : 2

[6552]-25

M.B.A. (HRD)

**BPH 606 MJ : BEST PRACTICE IN HR
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Attempt any 5 out of 8 :

[10]

- a) Define HR Accounting.
- b) Define Performance Appraisal.
- c) Define HR Audit.
- d) State any two objectives of HR Audit.
- e) Define checklist.
- f) Define Balance score card.
- g) Define KM.
- h) Mention any two roles of HR Auditor.

Q2) Attempt any 2 out of 3 :

[10]

- a) "Effective HR Practices plays significant role in building sustainable organization" Discuss.
- b) Define HR Audit, discuss the purpose of HR Audit in detail.
- c) Explain ROI (Return on Investment) in the context of HR Accounting.

Q3) a) Illustrate the process of HR Audit, discuss any two models of HR Audit in detail & give suitable examples. [10]

OR

- b) Check list plays very significant role in the process of HR Audit, explain.

P.T.O.

Q4) a) "A Balance scorecard is a strategic management tool", discuss with an examples. **[10]**

OR

b) How Knowledge Management improves decision making and innovation, explain.

Q5) a) Write a note on : **[10]**

i) Cost per hire

ii) Employee Productivity.

OR

b) Discuss in details, the emerging issues in HR Audit.



Total No. of Questions : 5]

SEAT No. :

PE-5892

[Total No. of Pages : 2

[6552]-26
M.B.A. (HRD)
CMA-607-MJ : CHANGE MANAGEMENT
(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Answer any 5 out of 8 (2 marks each) :

[5 × 2 = 10]

- a) What is meant by “Shock and Surprise” in change?
- b) Define “Denial and Refusal.”
- c) Mention two key objectives of Change Management.
- d) What is meant by “People Management”?
- e) List any two reasons why employees resist change.
- f) Define “Chief Executive Officer” in the context of change leadership.
- g) What do you understand by “Exercising and Learning” in the change process?
- h) What is the purpose of case studies in studying change management?

Q2) Answer any 2 out of 3 (5 marks each) :

[2 × 5 = 10]

- a) Explain the difference between organizational change and individual change.
- b) Discuss the significance of emotional acceptance in successful change initiatives.
- c) Write a short note on “The Learning Organization.”

Q3) Answer any 1 out of 2 (10 marks each) :

[1 × 10 = 10]

- a) Explain the seven phases of change in detail with appropriate examples.
- b) Describe the role of the Organizational Development model in effective change management.

P.T.O.

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

[1 × 10 = 10]

- a) Explain how leaders and CEOs act as change agents. Give suitable corporate examples.
- b) Discuss the role of communication in leading organizational change.

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

[1 × 10 = 10]

- a) Write a case study analysis on successful organizational transformation through technology adoption.
- b) Analyze a failed change initiative due to poor leadership or lack of people management.



Total No. of Questions : 5]

SEAT No. :

PE-12137

[Total No. of Pages : 2

[6552]-27

M.B.A. (HRD)

**QMH-608 MJ : QUALITY MANAGEMENT IN HR
(2024 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) Write short notes on any FIVE of the following :

[5 × 2 = 10]

- a) Explain Quality Management System (QMS).
- b) Objectives of QMS.
- c) Write Principles of Total Quality Management (TQM).
- d) Write Benefits of TQM.
- e) Meaning of Six Sigma.
- f) Explain ISO Certification.
- g) Meaning of Kaizen.
- h) Define 5S Technique.

Q2) Answer any 2 out of 3 (5 marks each) :

[2 × 5 = 10]

- a) Explain why quality is important for an organization with appropriate examples.
- b) State the role of employees in TQM.
- c) Explain the need for standardization in quality management, considering today's competitive business environment.

Q3) Answer any 1 out of 2 (10 marks each) :

[1 × 10 = 10]

- a) Explain the **concept of Six Sigma** and describe the **DMAIC methodology** in simple words.
- b) Explain the **steps involved in launching Six Sigma** in an organization.

P.T.O.

Q4) Answer any 1 out of 2 :

[1 × 10 = 10]

- a) Explain the concept and importance of ISO Certification. Also discuss the benefits of **ISO certification**.
- b) Explain the different ISO certification series such as ISO 9001, ISO 14001 and ISO 45001.

Q5) Answer any 1 out of 2 :

[1 × 10 = 10]

- a) Explain the **concept of Kaizen**. Describe the **principles and process of Kaizen implementation**.
- b) Explain the **5S techniques** in detail and discuss the **benefits of 5S implementation**.



Total No. of Questions : 5]

SEAT No. :

PE-5893

[Total No. of Pages : 2

[6552]-28
M.B.A. (HRD)
RRE609MJ: REWARD AND RECOGNITIONS
(2024 Pattern) (Semester - III)

Time : 2½ 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) Define Reward Management.
- b) What is Employee Recognition?
- c) What are the aims of Reward Management?
- d) State any two factors affecting Reward System.
- e) Explain the term CTC.
- f) Define Pay Structure.
- g) Define the term Team Pay.
- h) List the types of grades.

P.T.O.

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

- a) Summarise effective and successful employee recognition program.
- b) Explain various elements of a reward system with suitable examples.
- c) Discuss types of pay structures commonly used in organizations.

Q3) Answer any One : **[10]**

- a) Explain Reward Management for Special Groups with examples.
- b) Discuss the reward management system for directors and senior executive. Which one is more challenging and why?

Q4) Answer any One : **[10]**

- a) Analyse the role of Trade Unions in Reward Determination and their impact on wage policies.
- b) Describe in detail the national wage policy and its importance in current era

Q5) Answer any One : **[10]**

- a) Design a Reward Management Process for an organization to enhance motivation and performance.
- b) “Employee recognition is a tool for better employee engagement” Comment on it with illustration.

