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**[5466]-101**

**MPM (I Semester) EXAMINATION, 2018**

**101 : PRINCIPLES AND PRACTICES OF MANAGEMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) Each question has an internal option.

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

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

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

(vi) Support your answers with suitable live examples.

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

(viii) Use of calculators is permitted (as applicable).

1. (A) “Management Science or Art.” Discuss in detail with examples. [10]

*Or*

- (B) “The job of a supervisor is more difficult than that of the higher levels in the management.” Discuss. Also discuss major functions of the supervisor.

P.T.O.

2. (A) “Opening the economy to globalization has its own threats.” Discuss. [10]

*Or*

- (B) “Innovation is the key to any business success.” Discuss.

3. (A) Discuss the significance of the statement, “Effective management is always the contingency or situational management”. How does system approach of management is different from contingency approach ? [10]

*Or*

- (B) Assess the contributions of Peter F. Drucker in the development of management.

4. (A) “Decentralization allows larger span of control.” Discuss in detail. [10]

*Or*

- (B) “Effective manpower planning has the direct impact on the profitability of the operations of the company.” Discuss in detail. [10]

5. (A) Discuss in detail the steps involved in the decision-making process. [10]

*Or*

- (B) Discuss various decision-making tools/models. Also discuss constraints in the decision-making process.

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**[5466]-102**

**MPM (I Semester) EXAMINATION, 2018**

**102 : ORGANIZATIONAL BEHAVIOUR**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) Each question has an internal option.

(iii) Figures to the right indicate full marks.

1. (A) Explain the following statement “People influence organizations and organization influence people—with reference to nature, scope and importance of OB. [10]

*Or*

(B) Write a note on evolution of OB. [10]

2. (A) Explain and define Attitude. Explain the components of Attitude. [10]

*Or*

(B) Define Personality. What are the determinants of personality ? [10]

3. (A) High cohesiveness of group leads to higher group productivity. Discuss. [10]

P.T.O.

*Or*

- (B) Explain leadership theories : [10]  
(1) Transactional leadership  
(2) Transformational leadership.

4. (A) Explain what factors create and sustain an organization's culture. [10]

*Or*

- (B) Critically examine the concept of "Workplace Spirituality". [10]

5. (A) Explain forces that act as stimulants to change. [10]

*Or*

- (B) Explain the concept of learning organization. Explain the *five* learning disciplines. [10]

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**[5466]-103**

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

**103 : ECONOMICS FOR HUMAN RESOURCE MANAGEMENT**

**(2013 PATTERN)**

**Time : Two Hours**

**Maximum Marks : 50**

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

(ii) Each question is having internal option.

(iii) All questions carry equal marks.

(iv) Figures to the right indicate full marks.

(v) Draw neat diagram with illustrations wherever necessary.

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

*Or*

Explain importance and impact of labour legislation on supply of labour.

2. Define wage and explain factors affecting wage determination. [10]

*Or*

Discuss importance of wage regulations and its impact on wage.

3. Define straight pay and variable pay and discuss its impact on employee motivation. [10]

P.T.O.

*Or*

Explain various factors contributing towards designing of economically efficient wage contract.

4. “Process of designing incentives will help to retain critical worker.”  
Discuss. [10]

*Or*

How does LPG policy of 1991 impact and change in labour mobility ?

5. State the factors leading employee discrimination. [10]

*Or*

Write short notes on :

- (a) Role of law in employee discrimination
- (b) Usefulness of employee discrimination law.

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**[5466]-104**

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

**Time : Two Hours**

**Maximum Marks : 50**

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

(ii) *All* questions carry equal marks.

1. “Role of HRM in formulating and implementing strategies in crucial.”  
Elaborate. [10]

*Or*

How are demand and supply forecasting techniques linked to the concept  
of Human Resource Planning ? Explain with examples. [10]

2. Define job Analysis. Explain its utility in HRM. [10]

*Or*

Bring out various factors affecting job design. What are the elements  
of job analysis ? [10]

3. What is Recruitment ? Bring out various internal and external sources  
of recruitment. [10]

*Or*

What is Selection ? Explain its importance. [10]

P.T.O.

4. Explain the need and importance of Performance Appraisal. [10]

*Or*

“Training is an investment or a liability.” Elaborate the need and effects of training. [10]

5. What is compensation ? What is the need for an effective compensation system in every business organization ? [10]

*Or*

What is downsizing ? Explain its need and importance. [10]



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**[5466]-105**

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

**105 : LABOUR LAWS—I**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 50**

**N.B. :—** (i) Answer any *five* questions.

(ii) *All* questions carry equal marks.

1. Explain the role of ILO and the need of labour legislation in India.
2. Briefly enumerate provisions of the Factories Act, 1948 ensuring health of the worker in a factory.
3. State the object and scope of Payment of Wages Act and explain any *five* authorized deductions by the Payment of Wages Act, 1936.
4. State and explain the following provisions under the Bombay Shops and Establishments Act, 1948 :
  - (a) Opening and closing hours of Shops, Theaters, Lunch rooms and Restaurants.
  - (b) Hours of work of employees and procedure for registration of establishment.

P.T.O.

5. What is the procedure for certification and modification of standing orders framed by an industrial establishment under the Industrial Employment (Standing Orders) Act, 1946 ? [10]
6. (a) Discuss the powers of Inspectors under Factories Act, 1948.  
(b) What are the provisions relating to working hours of young persons and adult ?
7. Write short notes on (any *two*) :
- (a) Welfare measures under the Factories Act, 1948  
(b) Leave provisions under the Bombay Shops and Establishment Act, 1948  
(c) National Labour Commission  
(d) Wages under Payment of Wages Act, 1936.

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**[5466]-106**

**M.P.M. (I Sem.) EXAMINATION, 2018**

**106 : RESEARCH METHODOLOGY**

**(2013 PATTERN)**

**Time : Two Hours**

**Maximum Marks : 50**

- N.B. :—**
- (i) All questions are compulsory.
  - (ii) Each question has an internal option.
  - (iii) Each question carries **10** marks.
  - (iv) Figures to the right indicate marks for the question/sub-question.
  - (v) Your answers should be specific and to the point.

- 1. (A)** Explain deductive and inductive theory using suitable examples. What are the characteristics of scientific method of research ? [10]

*Or*

- (B)** A HR manager wants to do the research on employee satisfaction in IT department of his organisation. Explain the steps he should carry out to do research. [10]

- 2. (A)** What do you understand by 'Management Dilemma ? Explain management question and research question with examples.[10]

*Or*

- (B)** What do you mean by probability value ? Write briefly about Type-I and Type-II error. [10]

P.T.O.

3. (A) In what sense quantitative research is different from qualitative research ? [10]

*Or*

- (B) Assume you are a HR executive for a firm that owns several hotels. You were informed that the customer complaints related to employee attitude are increasing. The management now wants to investigate into the matter. Suggest how descriptive research design can help in the situation. [10]

4. (A) Explain the attitude scaling techniques. Explain any *two* rating scales measuring attitude. [10]

*Or*

- (B) Discuss validity and its types as a criterion for evaluating a measurement tool. [10]

5. (A) What are the sources of secondary data ? Explain the merits and demerits of secondary data. [10]

*Or*

- (B) Explain probability sampling with suitable examples. [10]

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[5466]-107

**M.P.M. (I Sem.) EXAMINATION, 2018**

**108 : PERSONNEL ADMINISTRATION AND SYSTEM PROCEDURES  
(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

- N.B. :—** (i) All questions are compulsory.  
(ii) Each question has an internal option.  
(iii) Each question carries **10** marks.  
(iv) Your answers should be specific and to the point.

**1. (A)** Define Time office. What are the elements of Time Office ? [10]

*Or*

**(B)** Give the importance of keeping Leave Records. Mention the elements of Personnel Policy. [10]

**2. (A)** Draft a letter of transfer of an IT employee from Pune to Bangalore. [10]

*Or*

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

**3. (A)** What is Show Cause Notice ? What important points to be considered while drafting a Show Cause Notice ? [10]

*Or*

**(B)** Draft a warning letter to an employee for misbehaving in the company premises. [10]

P.T.O.

4. (A) Write a job description for the position of Receptionist in a manufacturing company. [10]

*Or*

(B) Give the importance of Job Rotation. [10]

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

*Or*

(B) Define Gratuity ? Explain how profession tax is calculated for any Financial Year. [10]

Total No. of Questions—5]

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**[5466]-201**

**M.P.M. (Second Semester) EXAMINATION, 2018**

**201 : LABOUR WELFARE**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) Each question has an internal option.

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

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

1. Define ILO and ILC. Describe in detail the objectives and structure of ILO and ILC. [10]

*Or*

What is labour welfare ? Explain its origin in detail. [10]

2. Describe the roles, qualification and functions of Labour Welfare Officer in detail. [10]

*Or*

Explain the concept of Labour Welfare Officer with his roles. [10]

3. Define non-statutory welfare amenities with examples. [10]

*Or*

What is the role of Trade union, Local government and NGO's in providing the non-statutory welfare amenities to the companies ? [10]

P.T.O.

4. Describe Workers' Participation in Management in detail. [10]

*Or*

Workers education scheme is indirectly related to workers hygiene. Explain. [10]

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

*Or*

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



Total No. of Questions—5]

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**[5466]-202**

**MPM (Second Semester) EXAMINATION, 2018**

**202 : INDUSTRIAL ORGANIZATIONAL PSYCHOLOGY**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

1. What is Industry ? “Psychology of the people at the workplace is the subject matter of Industrial Organizational Psychology.”  
Comment. [10]

*Or*

Elaborate the psychological factors affecting the behaviour at the workplace. [10]

2. Differentiate between Male and Female Psychology. Give suitable examples. [10]

*Or*

List the factors affecting efficiency and productivity at the work place. [10]

3. “There is an acute need for tools for testing psychology. However, each of these tools have problems while using in practice.” Do you agree ? Why ? [10]

*Or*

How should the effectiveness of the tests be measured ? [10]

P.T.O.

4. What is group dynamics ? Explain with examples. [10]

*Or*

How are the important elements of group dynamics helpful to enhance efficiency and productivity ? [10]

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

(a) Experimental Research Method

(b) Requirement for Psychological Research

(c) Limitations of Psychological Research.

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**[5466]-203**

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

**203 : INDUSTRIAL RELATIONS**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) Attempt *all* the questions.

(ii) *All* questions carry equal marks.

1. (a) What are the authorities under Industrial Relations Act, 1947 ? [10]

*Or*

(b) Discuss the Rights and Liabilities of registered trade union. [10]

2. (a) Explain the procedure for certification and submission of draft under Industrial Employment (Standing Order) Act, 1946. [10]

*Or*

(b) Discuss the various approaches to Industrial Relations. [10]

3. (a) Explain the various provisions relating to illegal strikes and illegal lockouts under M.R.T.U. and P.U.L.P. Act, 1971. [10]

*Or*

(b) What is workers participation in Management ? Describe levels of WPM. [10]

P.T.O.

4. (a) Define Industrial Relations. Write scope and objectives of Industrial relations. [10]

*Or*

- (b) Explain the procedure for registration of Trade Union under T.U. Act, 1926. [10]

5. (a) Explain concept of Industrial relations with evolution of Industrial Relations. [10]

*Or*

- (b) Write short notes on (any *two*) : [10]

- (1) Gandhian approach of IR
- (2) Unfair labour practices under Trade Union Act
- (3) Challenges of WPM
- (4) Collective Bargaining.

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**[5466]-204**

**MPM (Second Semester) EXAMINATION, 2018**

**204 : TRAINING AND DEVELOPMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) Each question carries equal marks.

**1.** Explain various functions of training development.

*Or*

Explain the concept of Education, Training and Development. State the importance of training.

**2.** Explain the ways to identify and determine the training needs.

*Or*

Explain Training Need Analysis (TNA) in detail.

**3.** What is management development ? Explain the importance of Management Development.

*Or*

Explain the various methods of Training.

P.T.O.

4. What is training evaluation ? Explain the reasons and various techniques to evaluate training program.

*Or*

Explain in detail about Kirkpatrick and CIRO model for training evaluation.

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

*Or*

Explain the need and importance of E-Learning and Distance Learning.

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**[5466]-205**

**M.P.M. (Second Semester) EXAMINATION, 2018**

**205 : LABOUR LAWS-II**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

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

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

*Or*

(B) Under what circumstances an employee can withdraw the entire amount from his provident fund and explain Employees Provident Fund Scheme ?

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

*Or*

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

3. (A) Define the term “Industrial Dispute”. State powers and duties of authorities appointed under Industrial Disputes Act.

P.T.O.

*Or*

(B) 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 ?

4. (A) Highlight the objectives, scope, salient features and Right to Payment of Maternity Benefit under Maternity Benefit Act, 1961 ?

*Or*

(B) Discuss various kind of Leave to which a women is entitled under The Maternity Benefit Act, 1961 ?

5. (A) Explain the provisions relating to Power of inspectors to Direct payments to be made and forfeiture of Maternity Benefit under The Maternity Benefit Act, 1961.

*Or*

(B) Define Miscarriage and explain the provisions related to Penalty available under The Maternity Benefit Act, 1961 ?



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**[5466]-206**

**M.P.M. (Second Semester) EXAMINATION, 2018**

**206 : FINANCE FOR HR**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) All questions carry equal marks.

1. (a) “HR Manager needs financial intelligence while dealing with people in organisation.” Comment.

*Or*

(b) Explain the ability to use numbers and financial tools to make and analyse business decisions.

2. (a) Finance is Art and Science. Comment.

*Or*

(b) Explain the following concepts :

(i) Goodwill

(ii) Capital expenditure.

3. (a) What is balance sheet ? Explain why balance sheet balances.

*Or*

(b) Explain “Fixed Assets” and “Current Assets” with examples.

P.T.O.

4. (a) Explain Financial Literacy with emphasis on how HR Manager ensure Financial Literacy in Organisation.

*Or*

- (b) How is corporate performance evaluated ? Discuss.

5. (a) Define and explain cash flow statement.

*Or*

- (b) Describe income statement with its advantages and limitations.

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**[5466]-207**

**M.P.M. (Second Semester) EXAMINATION, 2018**

**207 : QUALITY MANAGEMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) *All questions carry equal marks.*

**1.** Explain the importance of QMS in personnel management. [10]

*Or*

What is QMS ? Discuss processes involved in QMS.

**2.** Explain the benefits derived from implementing six sigma. [10]

*Or*

What is six sigma ? Which are the steps involved in launching six sigma ?

**3.** Define and explain various certification series of ISO certification. [10]

*Or*

State and explain the features of ISO good quality management system standards.

P.T.O.

4. Explain in detail kaizen as the tool of QMS. [10]

*Or*

What is Kaizen ? Why is it useful for the organization ?

5. Discuss the benefits of 5 S in detail. [10]

*Or*

Explain the concept of 5 S in detail.

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**[5466]-301**

**MPM (III Semester) EXAMINATION, 2018**

**301 : STRATEGIC HUMAN RESOURCE MANAGEMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) Attempt any *one* from (A) or (B).

1. (A) Give a brief introduction to SHRM. Explain need and importance of SHRM. [10]

*Or*

(B) Explain Functional, Business and Corporate Strategies. Briefly explain difference between SHRM and HRM strategies. [10]

2. (A) Define HR environment, influences of technology on HR environment. [10]

*Or*

(B) Write notes on : [10]

(a) Workforce diversity

(b) Worklife balance.

P.T.O.

3. (A) Write a detailed note on strategic role of Human Resource Planning. [10]

*Or*

(B) Write notes on : [10]  
(a) Executive education  
(b) Employee empowerment.

4. (A) Explain in detail the strategic role of Training and Development with reference to Kirkpatrick model. [10]

*Or*

(B) Write a detailed note on Strategic Performance Management. [10]

5. (A) Write notes on : [10]  
(a) Retrenchment strategies  
(b) Pink slip concept.

*Or*

(B) Write a detailed note on Behavioural issues in strategic implementation. [10]

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**[5466]-302**

**MPM (Third Semester) EXAMINATION, 2018**

**302 : ORGANISATIONAL DEVELOPMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

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

1. (A) What is Organisational Development ? Discuss its significance in today Business Environment. [10]

*Or*

(B) Explain the importance of values and assumptions in Organisation Development.

2. (A) Elaborate the systems theory in Organisation Development. [10]

*Or*

(B) How important is planned change in successful implementation of the OD Process.

3. (A) Discuss the role of change agent in OD. [10]

*Or*

(B) How important it is to collect and analyze the Diagnostic Information in OD.

P.T.O.

4. (A) Discuss the various approaches of Human Process Interventions. [10]

*Or*

- (B) Elaborate Group process approaches.

5. (A) Explain the challenges faced in performance management intervention. [10]

*Or*

- (B) What role does “work design” play in Organisational Development ?



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**[5466]-303**

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

**303 HR : COMPENSATION MANAGEMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

- N.B. :—** (i) Neat diagrams must be drawn wherever necessary.  
(ii) Figures to the right indicate full marks.  
(iii) All questions carry equal marks.  
(iv) All questions are compulsory.

**1. (a)** What is compensation management ? Discuss various types of executive compensation. [10]

*Or*

**(b)** Explain the term Wages. Explain wage determination theories. [10]

**2. (a)** Define 'Labour Turnover'. Suggest various methods to overcome labour turnover in IT sector. [10]

*Or*

**(b)** Discuss different types of labour market in India. [10]

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

*Or*

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

P.T.O.

4. (a) What are various components of pay structure ? [10]
- Or*
- (b) Pay roll management and its importance. [10]
5. Write short notes on (any *two*) :
- (1) Labour market [5]
- (2) Computation of CPI [5]
- (3) Tax obligations on employee benefits [5]

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**[5466]-304**

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

**BEST PRACTICES IN HR**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) Figures to the right indicate full marks.

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

(1) Models of HR Audit

(2) Management Control.

*Or*

**(B) (1) Classification of costs in HR** [10]

(2) Limitations of HR Accounting.

**2. (A) What is HR Audit ? Explain the need and importance of conducting HR Audit.** [10]

*Or*

**(B) What do you understand by the term 'knowledge Management' ? Explain types and consequences of K.M. System.** [10]

**3. (A) What is Balanced Score Card ? Why is it considered as effective management control tool ?** [10]

P.T.O.

*Or*

(B) What is organizational sustainability ? Why is organizational sustainability beneficial for an organization ? [10]

4. (A) Discuss various steps in designing and implementing HR Accounting System. [10]

*Or*

(B) What is Responsibility Accounting ? Explain various responsibility centres of organization. [10]

5. (A) “HR Score Card can neither be developed nor be implemented without proper alignment with Balanced Score Card”. Comment. [10]

*Or*

(B) Discuss various Best Practices in any *four* functional areas of Human Resource Management. [10]

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**[5466]-305**

**M.P.M. (Third Semester) EXAMINATION, 2018**

**305 : LABOUR LAWS—III**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All questions are compulsory with internal choice within the question.*

(ii) *Each question carries 10 marks.*

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

*Or*

(b) Write notes on the following provisions of Minimum Wages Act, 1948 :

(1) Fixing Hours for a normal working day

(2) Wages of worker who works for less than normal working days.

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

P.T.O.

*Or*

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

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

*Or*

(b) Define the following under the Payment of Gratuity Act, 1972 :

(1) Employee

(2) Employer

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

*Or*

(b) Explain the power of Central Apprenticeship Adviser.

5. (a) Write short notes on the following under the Minimum Wages Act, 1948 :

(1) Maintenance of registers and records

(2) Inspectors and their powers.

*Or*

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

Total No. of Questions—5]

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**[5466]-306**

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

**306 HR : INSTRUMENTS IN HRD**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

- N.B. :—**
- (i) All questions are compulsory.
  - (ii) Each question has an internal option.
  - (iii) Each question carries **10** marks.
  - (iv) Figures to the right indicate marks for that question/  
sub-question.
  - (v) Your answers should be specific and to the point.
  - (vi) Support your answers with suitable live examples.
  - (vii) Draw neat diagrams and illustrations supportive to your  
answer.
  - (viii) Use of calculators is permitted (as applicable).

**1. (A)** “Developing the HR process is inevitable for sustenance of an Organization.” Discuss. [10]

*Or*

**(B)** Discuss in detail the need for measuring HR Capabilities of an Organization and the business alignment challenges. [10]

**2. (A)** Discuss in detail the need, scope of HRD tools. explain the stages in designing HRD tools. [10]

*Or*

**(B)** State the foundation of HRD tools and discuss in detail the Psychology concept and its impact on Employee Performance.

P.T.O.

3. (A) Describe and discuss the framework of HRD. Explain the effectiveness of its tools (MBTI, MAO-C). [10]
- Or*
- (B) 'Belbins team roles' an effective tool of HRD. Discuss with suitable example. [10]
4. (A) 'Effective HRD tools help an employee in Career and Succession Planning'. Elaborate with suitable example/case. [10]
- Or*
- (B) Effective design and execution of assessment and development centers plays positive role towards HRD. Discuss. [10]
5. Write short notes on (any *two*) : [10]
- (1) Locus of Control
  - (2) HRD Tools
  - (3) FIRO-B.



Total No. of Questions—5]

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**[5466]-307**

**M.P.M. (III Sem.) EXAMINATION, 2018**  
**307 : PERFORMANCE MANAGEMENT**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All* questions are compulsory.  
(ii) Each question carries **10** marks.

**1.** (A) Explain Performance management. Discuss the concerns and scope of Performance Management.

*Or*

(B) Discuss the difference between Performance Appraisal and Performance Management.

**2.** (A) How to enhance Performance through Balance Score Card ? Give suitable corporate example.

*Or*

(B) What does the term Performance Planning mean ? Elaborate in detail the term setting objectives in the Performance Planning.

**3.** (A) Prepare an Appraisal form for a Supervisory category of Engineering Manufacturing Three-Wheeler Company. Use the Critical Success Factor Method for making it effective.

*Or*

(B) What do you understand by the term Process of Performance Review ? Express the significance of Performance Review.

P.T.O.

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

*Or*

(B) Explain the strategies for effective implementation of performance management system.

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

*Or*

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

Total No. of Questions—5]

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**[5466]-401**

**M.P.M. (Fourth Semester) EXAMINATION, 2018**

**401 : COMPETENCY MAPPING AND CAREER**

**DEVELOPMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

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

(iii) *Each question carries 10 marks.*

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

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

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

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

(viii) *Use of calculators is permitted (as applicable).*

1. Elaborate the concept of KSA and Competency. State the reasons for popularity of Competency Mapping in today's era. [10]

P.T.O.

*Or*

Explain in detail the concept of Competency and EVA. Give suitable examples. [10]

- 2.** Define Competency and discuss in detail the components of Competency. [10]

*Or*

Write notes on the following (any *two*) : [10]

- (i) Iceberg Model of Competency
- (ii) Leadership and Managerial Competency Model
- (iii) 360 degree feedback.

- 3.** Elaborate the various categories of competencies. Give suitable examples. [10]

*Or*

Define Competency. Explain the steps in developing competency model. [10]

- 4.** Define Career development. Explain the process of career planning by giving suitable examples. [10]

*Or*

Critically evaluate the importance of career planning and career development. Give suitable examples. [10]

5. “Employee career development is an innovative tool of employer for enhancing employee performance”. Discuss. [10]

*Or*

Write short notes on the following : [10]

- (i) Special issues in career development
- (ii) Mentoring for career development.

Total No. of Questions—5]

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**[5466]-402**

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

**402 : ENVIRONMENT MANAGEMENT AND CSR**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) *All questions carry equal marks.*

1. Today we are facing problem of solid waste management everywhere, prepare layout of solid waste management for your city.

*Or*

Express your views on waste water management by using different techniques for reusing.

2. Express your views on today's increasing rate of pollution and role of civil society in controlling pollution.

*Or*

Write short notes on :

(a) Acid Rain

(b) Air quality standards.

3. Explain in detail future perspective of CSR.

*Or*

Define pollutants and also explain sources of pollution of detail.

P.T.O.

4. Explain the effect of heavy metals on aquatic flora and fauna.

*Or*

Write short notes on :

(a) Municipal solid waste

(b) Treatment process for solid waste.

5. Explain various methods of segregation of solid waste.

*Or*

Explain the causes and consequences of acid rain and also radioactivity in atmosphere.

Total No. of Questions—5]

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**[5466]-403**

**MPM (IV Semester) EXAMINATION, 2018**

**403 : HUMAN RESOURCE INFORMATION SYSTEM**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

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

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

1. (a) “Role of every employee is important in the development and implementation of HRIS in the organization.” Justify.

*Or*

(b) Define and explain the concept of HRIS. Also state its objectives and importance to the organization.

2. (a) What are some critical success factors for effectively conducting an analysis of HRIS needs ?

*Or*

(b) Explain the life-cycle of HRIS and also explain the role of HR in every phase of HRIS.

P.T.O.



3. (a) What are the prerequisites of implementing successful HRIS in the organization.

*Or*

- (b) What are the tools used in HRIS ? Explain with a suitable example.

4. (a) Explain in detail Equal Employment Opportunity (EEO) and Affirmative Action.

*Or*

- (b) Explain the HRIS planning.

5. (a) Explain the importance and role of Information Technology in HRIS.

*Or*

- (b) What are the direct and indirect benefits of a HRIS to the organization.

Total No. of Questions—5]

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**[5466]-404**

**MPM-II (IV Semester) EXAMINATION, 2018**  
**404 : PR AND CORPORATE COMMUNICATION**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

- N.B. :—** (i) All questions are compulsory.  
(ii) Each question has an internal option.  
(iii) Each question carries **10** marks.

1. Define PR and Corporate Communication. Explain its emerging trends in rapid changing environment. [10]

*Or*

PR is directly connected to the Consumer Psychology. Explain with example. [10]

2. Illuminate the changing role of PR Department in active media channels. [10]

*Or*

Explain the role of PR Department in Labour Union. [10]

3. Corporate Image and Corporate Identity are the two sides of the same coin. Explain with suitable example. [10]

*Or*

How is the PR Department designed ? Explain its structure. [10]

P.T.O.

4. Elucidate the term PR and E-PR. Which effective E-PR tool is used for mass reach ? [10]

*Or*

Explain with suitable examples how E-PR is used in crisis management ? [10]

5. Newsletter is a very important component of PR for any organization. Explain with example. [10]

*Or*

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

Total No. of Questions—5]

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**[5466]-405**

**M.P.M. (Fourth Semester) EXAMINATION, 2018**

**405 : LABOUR LAWS-IV**

**(2013 PATTERN)**

**Time : 2.30 Hours**

**Maximum Marks : 50**

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

(ii) *All questions carry equal marks.*

1. (A) Define the term 'Trade Union' and explain the procedure of registration of a Trade Union.

*Or*

(B) Describe the objects on which General Fund of Trade Union can be spent. [10]

2. (A) Explain the procedure of computation of "Available Surplus" and sums deductible from gross profit as Per Bonus Act, 1965.

*Or*

(B) Describe the powers of inspector as per Bonus Act, 1965. [10]

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

*Or*

(B) Explain the provision of revocation of digital signature certificate. [10]

P.T.O.

4. (A) Explain the procedure of investigation as per the Protection of Human Rights Act, 2006.

*Or*

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

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

- (i) Objectives and application of Bonus Act
- (ii) Constitution of Cyber Regulation Advisory Committee
- (iii) Procedure of application for registration of a Trade Union
- (iv) Functions of Human Rights Commission.

Total No. of Questions—5]

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**[5466]-406**

**M.P.M. (Fourth Semester) EXAMINATION, 2018**

**406 : INTERNATIONAL HUMAN RESOURCES MANAGEMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) Each question has an internal option.

(iii) Figures to the right indicate full marks.

1. Explain in detail drives of globalisation with changing Business Scenario in context with IHRM. [10]

*Or*

Differentiate between Domestic and International Human Resource Management.

2. Describe recent trends in International Staffing and Staff Selection with strategies to tackle these problems. [10]

*Or*

Explain sources of international human resource power selection with suitable examples.

P.T.O.

- 3.** What do you understand by Repatriation and give tips for successful repatriation. [10]

*Or*

Explain appraisal of International Employees with suitable examples.

- 4.** Explain different variables influencing compensation in International Companies. [10]

*Or*

What is Compensation Administration ? Explain issues in International Compensation.

- 5.** Discuss Industrial Relations and Global Union Managerial Strategies for labour relations in large corporation. [10]

*Or*

Explain key issues in International Industrial Trade Union in Multinational Companies.

Total No. of Questions—5]

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**[5466]-407**

**M.P.M. (Fourth Semester) EXAMINATION, 2018**

**407 : COLLECTIVE BARGAINING AND  
NEGOTIATION PROCESS**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) Each question has an internal option.

(iii) Each question carries equal marks.

**1.** Define Collective Bargaining. Explain the salient features of collective bargaining. State conditions for success of collective bargaining. [10]

*Or*

State the importance of Collective Bargaining. Discuss the role of Collective Bargaining in relation to Industrial Disputes. [10]

**2.** Explain critical issues in Collective Bargaining. [10]

*Or*

Explain the concept of Collective Bargaining. Elaborate the types of Collective Bargaining. [10]

P.T.O.



3. Explain the theories of Collective Bargaining in brief with suitable examples. [10]

*Or*

Explain the behavioural theory of labour negotiations. [10]

4. State the pre-requisites of successful Collective Bargaining. Enunciate the role of Collective Bargaining in emerging scenario. [10]

*Or*

Explain the role of Negotiator in effective Negotiation process. [10]

5. Describe the conflict choice model of Negotiation. [10]

*Or*

Discuss the preparation for Negotiation. How to create bargaining team ? [10]

Total No. of Cases—3]

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**[5466]-408**

**M.P.M. (Fourth Semester) EXAMINATION, 2018**

**408 : CASE IN HR/PM/IR**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

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

(iii) Make necessary assumptions wherever applicable.

(iv) Write a detailed and structured answer.

**1. Goldmine Cattle Feed Pvt. Ltd. :** It happens all the time: good employees get a promotion, and suddenly, they're not so good anymore.

Such is the case for **Goldmine Cattle Feed Pvt. Ltd.**, as Ms. Sandra, a cleaner turned assistant manager, and then manager started arriving late, letting applications sit, and slipped on inoculations, all serious offences.

Instead of confronting Ms. Sandra directly, general meetings were held, and an assistant manager was hired to compensate for Ms. Sandra's shortcomings.

Ultimately, she never cleaned up her act, and was fired. Experts believe this situation could have been avoided with frequent meetings

P.T.O.

and support with a system of review, both of which can identify issues before they become real problems.

1. Analyse the happenings. [10]
2. What could have been ideally done to set the procedures and practices right ? [5]
3. What are the alternative solutions to diffuse the situation and normalize the working of the organization ? [10]

2. **Berkely Investments** is a reputed finance company having 15 branches in different part of the country. In the home office there are more than 200 employees. This company has a performance rating under which the employees are rated at six months intervals by a committee of two executives. Graphic scales have been used as means of appraisal. The qualities considered are responsibility, initiative, and interest in work, leadership potential, co-operative attitude and community activity. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss who counsels them. The ratings aroused to influence promotions and salary adjustments the employees and also as a criterion for assigning further rating for them.

Recently three employees of the company called on the company's president to express their dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. Approximately, two thirds of all the employees received such increments.

The aggrieved employees argued that their ratings did not accurately represent their qualifications or performance. They insisted that “community activity” was not actually a part of their job and that what they do off the job is none of the company’s business. They expressed their opinion that employees should organize union and insist that salary increase be automatic. The threat of a union caused concern to the officers of the company. This particular experience convinced the top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the chief executive finds that performance appraisal is a dangerous source of friction and its hazards outweigh its values; so it should be discontinued altogether.

*Questions :*

1. How far do you agree with the management that performance appraisal should be discontinued ? [10]
2. If you were the HR manager, how would you tackle the situation ? [10]
3. What modifications would you suggest in the performance appraisal system of the company ? [5]

**3. Manohar Industries Ltd. (MIL) in Bangalore** is an automobile ancillary Industry. It has turnover of Rs. 90 crores. It employs around 4,000 persons. The company is professionally managed. The management team is headed by a dynamic Managing Director. He expects performance of high order at every level. It is more so at the Supervisory and Management levels. Normally the people of high calibre are selected

through open advertisements to meet the human resource requirements at higher levels. However, junior-level vacancies are filled up by different types of trainees who undergo training in the company. The company offers one-year training scheme for fresh engineering graduates. During the first six months of the training, the trainees are exposed to different functional areas which are considered to be the core training for this category of trainees. By then, the trainees are identified for placement against the available or projected vacancies. Their further training in the next quarter is planned according to individual placement requirements.

During the last quarter, the training will be on-the-job. The trainee is required to perform the jobs expected of him after he is placed there. The training scheme is broadly structured mainly keeping in mind the training requirements of mechanical engineering graduates. Mr. Rakesh Sharma joined the company in the year 1983 after his B. Tech. degree in Paint Technology from a reputed institute. He was taken as a trainee against a projected vacancy in the paints application department. In MIL, the areas of interest for a trainee in Paint Technology are few. Hence, Mr. Sharma's core training was planned for the first 3 months only. Thereafter, he was put for on-the-job training in the paints application department. He took interest and showed enthusiasm in his work there. The report from the shop manager was quite satisfactory. The performance of the trainee is normally reviewed once at the end of every quarter. The Training Manager personally talks to the trainee about his progress, strengths and shortcomings. At the end of the second quarter, the Training Manager called Mr. Sharma for his performance review.

He appreciated his good performance and told him to keep it up. A month later Mr. Sharma met the Training Manager. He requested that his training period be curtailed to 7 months only and to absorb him as an Engineer. He argued that he had been performing like a regular employee in the department for the last one quarter. As such, there was no justification for him to be put on training anymore. Further, he indicated that by doing so, he could be more effective in the department as a regular engineer. He would also gain seniority as well as some monetary benefits as the trainees were eligible for a stipend only. The regular employees were eligible for many allowances like conveyance, dearness, house rent, education, etc. which was a substantial amount as compared to the stipend paid to a trainee.

The Training Manager turned down his request and informed him that it was not a practice of the company to do so. He told him that any good performance or contribution made by the trainees during the training period would be duly rewarded at the time of placement on completion of one year of training. Further, he told him that it would set a wrong precedence. Quite often, some trainees were put on the job much earlier than the normal period of three quarters for several reasons.

Thereafter, Mr. Sharma's behaviour in the department became different. His changed attitude did not receive any attention in the initial period. However, by the end of the third quarter, his behaviour had become erratic and unacceptable. When he was asked by the Department Manager to attend to a particular task, he replied that

he was still on training and such task shouldn't be assigned to a trainee. According to him, those jobs were meant to be attended by full-time employees and not by trainees.

The Paintshop Manager complained to the Training Manager about Mr. Sharma's behaviour and he was summoned by the Training Manager. During the discussions, Mr. Sharma complained that while all the remaining trainees were having a comfortable time as trainees, he was the only one who was put to a lot of stress and strain; the department was expecting too much from him.

He felt that he should be duly rewarded for much hardwork; otherwise, it was not appropriate to expect similar work output from him.

The Training Manager tried to convince him again that he shouldn't harp on rewards as he was a trainee; his sole concern should be to learn as much as possible and to improve his abilities. He should have a long-term perspective rather than such a narrow-minded approach. He also informed him that his good performance would be taken into account when the right occasion arose. He warned him that he was exhibiting negative attitude for which he would be viewed seriously. His demand for earlier placement was illogical and he should forget it as he had already completed 8 months and had to wait only for 4 months. He advised Mr. Sharma that the career of an individual had to be seen on a long-time perspective and that he should not resort to such childish behaviour as it would affect his own career and image in the company.

Mr. Sharma apparently seemed to have been convinced by the assurance given by the Training Manager and remained passive for some time. However, when the feedback was sought after a month, the report

stated that he had become more perverted. He was called again for a counselling session and was given two weeks' time to show improvement. At the end of those two weeks' the Training Manager met the Department Manager, to have a discussion about Mr. Sharma. It was found that there was absolutely no reason for Mr. Sharma to nurture a grievance on poor rewards. It was decided that he should be given a warning letter as per the practice of the company and, accordingly, he was issued a warning letter.

This further aggravated the situation rather than bringing about any improvement. He felt offended and retaliated by thoroughly disobeying any instruction given to him. This deteriorated the situation more and the relationship between the manager of the department and the trainee was seriously affected.

In cases of rupture of relationship, normally the practice was to shift the trainee from the department where he was not getting along well so that he would be tried in some other department where he could have another lease for striking better rapport. But unfortunately, in the case of Mr. Sharma, there was no other department to which he could be transferred, since that was the only department where his specialization could have been of proper use. By the time he completed his training, he turned out to be one who was not at all acceptable in the department for placement. His behaviour and involvement were lacking. In view of this, the Department Manager recommended that he be taken out of the department. When Mr. Sharma was informed about it, he was thoroughly depressed.



One of the primary objectives of the Training Department is to recruit fresh graduates who have good potential and train them to be effective persons, in different departments. They are taken after a rigorous selection process which includes a written test, a preliminary and a final interview. During the training period, their aptitudes, strengths and weaknesses are identified. Their placement in departments is decided primarily on the basis of their overall effectiveness there.

Here is a case where the person happened to be hard-working in the beginning but turned out to be a failure in the end.

The Training Manager was conscious of this serious lapse and was not inclined to recommend his termination. But at the same time it was difficult to retain a person whose track record was not satisfactory. He still felt that a fresh look be given into this case but he was unable to find a way out. He was now faced with the dilemma whether to terminate or not to terminate Mr. Rakesh Sharma.

*Questions :*

- (a) Where did the things go wrong ? [10]
- (b) What options are open for the Training Manager other than termination of Mr. Sharma ? [10]
- (c) How could you put Mr. Sharma back on the right track ? [5]