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[5266]-101

M.P.M. (First Semester) EXAMINATION, 2017
PRINCIPLES AND PRACTICES OF MANAGEMENT
(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 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. Ram, Shyam and Pran are worker supervisor and manager in Radhysham Pvt Ltd. Discuss various skills required by them to be successful in their roles. [10]

Or

“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. [10]

2. “Innovation is the key to any business success.” Discuss. [10]

P.T.O.

Or

The commodity market scam and Satyam scam are the results of failure in corporate governance. Discuss. [10]

3. 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

Human relations have far more impact on productivity. Discuss the statement in the light of Hawthorne studies. [10]

4. Director of your institute has given you the responsibility to organize an industrial visit. Explain how would you go about using steps in planning process. [10]

Or

“Decentralization allows larger span of control.” Discuss in detail. [10]

5. Discuss various decision-making tools/models. Also discuss constraints in the decision-making process. [10]

Or

Discuss decision-making under certainty, risk and uncertainty with suitable examples. [10]

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[5266]-102

M.P.M. (First Semester) EXAMINATION, 2017

HUMAN RESOURCE DEVELOPMENT

(102 : Organisational Behaviour)

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) Each question has an internal option.

1. Explain the following statement. “People influence organizations and organization influence people”.

Or

Explain the theoretical Frameworks of OB and support them with relevant example.

2. What is perception ? “Employee perception plays an important role towards organization’s growth.” Explain.

Or

Define the concept of motive and motivation. Explain Herzberg’s two-factor model theory.

3. Define Group. Explain the five-stage model of group development.

Or

Explain the concept and importance of “Team” and “Work Team”.
What are the characteristics of effective teams ?

P.T.O.

4. What is organizational culture ? Explain the importance of organization culture.

Or

What is workplace spirituality ? Explain the concept with examples.

5. Using Kurt-Lewin's three steps model explain how change is managed in organizations with examples.

Or

"There is always a resistance to change." How can you overcome resistance to change as a manager ?

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[5266]-103

M.P.M. (First Semester) EXAMINATION, 2017

103 : ECONOMICS FOR HUMAN RESOURCE 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 *ten* marks.
(iv) Figures to right indicate marks for that question/sub-question.
(v) Your answer should be specific and to the point.

1. Explain the various features of Indian Labour Market. [10]

Or

Discuss the salient features of firm's demand and market demand for labour. [10]

2. What are the various considerations behind wage setting ? [10]

Or

Explain various factors in wage determination. [10]

3. How is motivation influenced by changes in variable pay ? [10]

Or

Why a wage contract should be economically efficient and incentive compatible ? [10]

P.T.O.

4. Explain various changes that took place after 1991 LPG policy with reference to labour mobility. [10]

Or

Design various incentives for retaining workers in an automobile industry in India. [10]

5. Explain various factors affecting employee discrimination. [10]

Or

Review various laws against employee discrimination. [10]

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[5266]-104

MPM (I Semester) EXAMINATION, 2017

104 : HUMAN RESOURCE MANAGEMENT

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

1. (a) What do you mean by H.R.M. ? Discuss with its nature and scope. Explain in brief the basic difference between P.M. and H.R.M. [10]

Or

- (b) “H. R. Manager’s position in the company does not determine his/her voice in the policy-making on H.R. Matters.” Discuss. [10]
2. (a) What are different methods of collecting job analysis information and what are the advantages and disadvantages of each technique ? [10]

Or

- (b) You are required to hire five sales representatives for your company. Describe appropriate recruitment, selection and induction methods you would use. [10]

P.T.O.

3. (a) Explain the concept of performance appraisal and describe various methods used for performance appraisal. [10]

Or

- (b) What is career planning ? Explain advantages and disadvantages of career planning and development. What do you suggest to minimise career problems ? [10]

4. (a) “Fringe Benefits serve as golden hand-cuffs.” Discuss. [10]

Or

- (b) Distinguish between minimum wage, fair wage and a living wage. What should be the wage policy for a developing country ? [10]

5. (a) Explain the concept of Industrial Relations and explain various machineries of dispute settlement. [10]

Or

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

(i) Models of HRM

(ii) Sources of Recruitment

(iii) TQM and Quality Circles

(iv) VRS, Layoff and Resignation.

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[5266]-105

M.P.M. (First Semester) EXAMINATION, 2017

105 : LABOUR LAWS—I

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) All questions carry equal marks.

1. Explain the evolution of labour laws and need for labour legislations.

Or

Explain the role of ILO and National Labour Commission.

2. State the matters to be provided in standing orders under the Industrial Employment (Standing Orders) Act, 1946.

Or

Explain the procedure for certification of standing orders under the Industrial Employment (Standing Orders) Act, 1946.

3. Define “Factory” under the Factories Act, 1948. Explain the provisions of Health measures under this Act.

Or

Define “Manufacturing Process” under the Factories Act, 1948 and explain the provision of safety under this Act.

P.T.O.

4. Explain any *seven* deductions under the Payment of Wages Act, 1936.

Or

Define “Wages” and explain penalty for offences under the Payment of Wages Act, 1936.

5. Explain offences and penalties under Bombay Shop and Establishment Act, 1948.

Or

Explain Health and Safety provisions under Bombay Shop and Establishment Act, 1948.

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[5266]-106

M.P.M. (First Semester) EXAMINATION, 2017

106 : RESEARCH METHODOLOGY

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

- N.B. :—** (i) All questions are compulsory.
(ii) Each question has an internal choice.
(iii) Each question carries **10** marks.
(iv) Figures to the right indicate full marks for question/sub-questions.

1. (A) In your own words, describe the scientific method and state why it is an essential aspect of research. [10]

Or

- (B) Explain the following concept in research : [10]
(i) Concept
(ii) Construct
(iii) Variable.

2. (A) In a research process, why is the problem definition stage probably the most important stage ? [10]

Or

- (B) What do you understand by the term Hypothesis ? Describe the qualities of a good hypothesis. [10]

3. (A) How is exploratory research design different from a descriptive research design ? Explain with the help of examples. [10]

P.T.O.

Or

(B) What is meant by experimental research design ? Explain the concept of treatment and control group in experiment ? [10]

4. (A) Discuss the relative merits of and problems with Likert and Semantic differential scales with example. [10]

Or

(B) Explain the following scales with examples :

(i) Graphic rating scales

(ii) Constant sum scales. [10]

5. (A) Explain the methods of data collection for primary data with their advantages and disadvantages. [10]

Or

(B) Write short notes on the following : [10]

(i) Stratified random sampling

(ii) Quota sampling.

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[5266]-107

MPM (First Semester) EXAMINATION, 2017

108 : PERSONNEL ADMINISTRATION SYSTEMS

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

N.B. :— (i) There are *five* questions each of **10** marks.

(ii) *All* questions are compulsory with internal choice.

1. Define personnel policy. Explain the elements of personnel policy. [10]

OR

Explain the methods and elements of time office. Give the importance of leave records.

2. Draft a letter of appointment for a probationary and contract employee. [10]

OR

Draft a letter of promotion for a service sector employee.

3. Draft a warning letter to an employee of manufacturing company for being late. [10]

OR

Discuss the elements of domestic enquiry.

P.T.O.

4. Differentiate between job specification and job description. [10]

OR

Write short notes on :

- (a) Job enlargement
- (b) Job enrichment.

5. Explain the documentation of statutory returns. [10]

OR

Discuss the elements of TDS.

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[5266]-201

M.P.M. (Second Semester) EXAMINATION, 2017

201 : LABOUR WELFARE

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) Figures to the right indicate full marks.

1. Briefly define the theories of labour welfare. [10]

Or

Explain the development of labour welfare and also explain the impact of ILO on Labour Welfare in India. [10]

2. What are the roles and duties of Labour Welfare Officer ? [10]

Or

What is the difference between Personnel Manager and Labour Welfare Officer ? [10]

3. Explain the different statutory welfare measures available for the welfare of labours in India. [10]

Or

What role do the trade unions play in labour welfare in India ? [10]

P.T.O.

4. What are the various training schemes being operated in today's industrial world ? [10]

Or

List out and explain problems and challenges of industrial health and hygiene. [10]

5. Write short notes on (any *two*) : [10]
- (a) Ethics and welfare
 - (b) Mental Vs. Physical health
 - (c) Workers participation in management
 - (d) Maharashtra Workers Welfare Board.

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[5266]-202

MPM (Second Semester) EXAMINATION, 2017

202 : INDUSTRIAL ORGANIZATIONAL PSYCHOLOGY

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) All questions carry equal marks.

1. (a) Where are the applications of Industrial Organizational Psychology found ? Explain with examples.

Or

(b) "Industrial Organizational Psychology plays crucial role in diffusing and resolving the complexities of modern business organizations." Comment.

2. (a) Compare and contrast male and female psychology. Give suitable examples.

Or

(b) Bring out impacting factors of psychology and their effect on the behaviour of the people at work.

P.T.O.

3. (a) How are psychological tests used to improve the employee psychology ?

Or

- (b) Elaborate the challenges for Industrial Organizational Psychology. Support your answer with appropriate examples.

4. (a) What are the characteristics of group dynamics ?

Or

- (b) How are the important elements of group dynamics helpful to enhance efficiency and productivity ?

5. Write notes (any *two*) :

- (a) Experimental Research Method
- (b) Requirement for Psychological Research
- (c) Limitations of Psychological Research

Total No. of Questions—5]

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[5266]-203

M.P.M. (Second Semester) EXAMINATION, 2017

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. Define Industrial Relations. Explain the characteristics, importance and scope of Industrial Relations.

Or

Explain the role and impact of Industrial Relations on employer, trade union and judiciary system.

2. What is Trade Union ? Explain objectives and functions of Trade Union.

Or

What is new role of Trade Union in the context of globalization and its impact on Productivity ?

3. What all the machineries are available to solve industrial dispute under Industrial Dispute Act, 1947 ?

Or

Explain the nature and causes of Industrial Dispute in detail.

P.T.O.

4. Define Collective Bargaining. Explain the process of Collective Bargaining in detail.

Or

What is Workers' Participation in Management ? Explain the forms and levels of participation.

5. Explain the role of Industrial Relation Manager in establishing proper Industrial Relations.

Or

What is Grievance ? Explain the grievance handling procedure in detail.

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[5266]-204

M.P.M. (Second Semester) EXAMINATION, 2017

204 : TRAINING AND DEVELOPMENT

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) *All* questions carry equal marks.

1. Explain the need, importance and objectives of Training.

Or

Explain the concept of Education, Training and Development. What are the functions of Training Department ?

2. Explain the process of Training (steps involved in training process).

Or

What is TNA ? Explain the levels of training need analysis.

3. Explain the On the Job and Off the Job Training methods.

Or

What is Management Development ? Why is it necessary in an organisation.

4. What is Training Evaluation ? Explain the reasons and techniques to evaluate Training programmes.

P.T.O.

Or

Explain Kirk Patrick and CIRO model for training evaluation.

5. Explain various Training Aids which are available to make training programme effective with its advantages.

Or

Explain the need and importances of E-learning and distance learning.

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[5266]-205

M.P.M. (Second Semester) EXAMINATION, 2017

205 : LABOUR LAWS-II

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

N.B. :— (i) *All* questions are compulsory, which carries equal marks.
(ii) Figures to the right indicate maximum marks for that question.

1. Describe the applicability and non-applicability of the Employee' Provident Funds and Miscellaneous Provisions Act, 1952 to establishments and the employees. [10]

Or

Explain the schemes provided under the Employees' Provident Funds and Miscellaneous Provisions Act, 1952.

2. What are the different kinds of benefits provided under E.S.I. Act? [10]

Or

Write short notes on 'Principal Employer' and 'Immediate Employer'.

P.T.O.

3. Describe briefly the authorities provided for adjudication of Industrial disputes. [10]

Or

Briefly discuss the provisions relating to 'illegal strikes' and 'lock-out'.

4. Explain the scope and object of the Maternity Benefits Act, 1961. [10]

Or

Explain salient features of Maternity Benefit Act, 1961.

5. Write short notes on any *two* : [10]
- (a) Power of Inspectors under Maternity Benefit Act, 1961.
 - (b) Nursing breaks under Maternity Benefit Act, 1961.
 - (c) Penalty for contravention of the act by employer under Maternity Benefit Act, 1961.

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[5266]-206

M.P.M. (Second Semester) EXAMINATION, 2017

206 : FINANCE FOR HR

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

N.B. :— (i) Figures to the right indicate full marks.

(ii) *All* questions carry equal marks.

(iii) *All* questions are compulsory.

1. (a) HR Manager deals with peoples in organization there is no need of 'financial intelligence' for HR Manager. Do you agree with this statement ? Justify. [10]

Or

(b) What is 'Ratio Analysis' ? Which ratio can be used for evaluating a company. [10]

2. (a) State peculiarities of the Income Statement. [10]

Or

(b) Explain the following concepts : [10]

(i) Goodwill

(ii) Accruals.

P.T.O.

3. (a) Define 'Balance Sheet'. Why Balance Sheet Balances ? [10]

Or

(b) 'Human Resources' as Assets or 'Liability'. Examine critically.

4. (a) Which strategies would you apply being a HR Manager to create 'Financial Literacy' among newly recruited HR trainees ?

[10]

Or

(b) How 'Financial Intelligence' can be created in HR Dept ? [10]

5. (a) Define 'Cash flow statement'. How cash flow statement helps to HR manager to make various business decisions ? [10]

Or

(b) Explain what are investment, financing and operating cash flows.

[10]

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[5266]-207

M.P.M. (Second Semester) EXAMINATION, 2017

207 : QUALITY MANAGEMENT

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) *All* questions are compulsory.

(iii) Figures to the right indicate marks for the questions.

(iv) Support your answers with suitable examples and diagrams wherever necessary.

1. What is QMS ? Discuss any *two* tools used in QMS. [10]

Or

Explain the concept of QMS along with its benefits with suitable examples. [10]

2. Six sigma is an important aspect of successful organisation'. Discuss. [10]

Or

Explain in detail six sigma and its importance in QMS. [10]

3. What do you understand about ISO ? Explain its importance. [10]

Or

State and explain the features of ISO 9000 quality management standard. [10]

P.T.O.

4. Discuss Kaizen concept with suitable example. [10]

Or

Give detail about the principles for implementation of Kaizen.

[10]

5. What do you understand by 5s concept ? Discuss in detail whether 5s really beneficial for organisation. [10]

Or

Explain the benefits of implementing 5s in QMS.

[10]

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[5266]-301

M.P.M. (Third Semester) EXAMINATION, 2017

**301 : STRATEGIC HUMAN RESOURCE MANAGEMENT
(2013 PATTERN)**

Time : 2½ Hours

Maximum Marks : 50

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

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

1. Define SHRM. Explain need and importance. [10]

Or

“Integrating HR strategies with business strategies is the key to organisational success.” Discuss. [10]

2. Define HR Environment and explain influences of HRIS. [10]

Or

Explain the terms : [10]

(1) Dual career couple

(2) Work life balance.

3. Write short notes on : [10]

(1) Telecommuting

(2) Work from home policy.

Or

(1) Employee empowerment

(2) Employee leasing. [10]

4. Explain the linkage between business strategy and training. [10]

P.T.O.

Or

Write short notes on :

(1) Need based training

(2) Training evaluation.

[10]

5. Differentiate between Global HRM and Domestic HRM.

Or

Explain the Retrenchment strategy.

[10]

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[5266]-302

M.P.M. (Third Semester) EXAMINATION, 2017

302 : ORGANIZATIONAL DEVELOPMENT

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

N.B. :— (i) Figures to the right indicate full marks.

(ii) *All* questions carry equal marks.

(iii) Your answers will be valued as a whole.

(iv) *All* questions are compulsory.

1. (a) What is Organisation Development ? Explain its significance in detail. [10]

Or

(b) Underline the importance of values and assumptions in Organisation Development. [10]

2. (a) Explain the role of applied behavioural science in OD. [10]

Or

(b) Describe the importance of Parallel learning structure. [10]

3. (a) Describe the importance of evaluating and institutionalizing interventions. [10]

Or

(b) Describe the importance of designing intervention in Organizational Development. [10]

4. (a) Discuss organization process approaches in detail. [10]

P.T.O.

Or

(b) Discuss the importance of managing change in an organisation. [10]

5. (a) Explain the need and importance of restructuring organizations. [10]

Or

(b) Discuss the various challenges in managing the diverse workforce. [10]

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[5266]-303

MPM (Third Semester) EXAMINATION, 2017

303HR : COMPENSATION MANAGEMENT

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

- N.B. :—**
1. *All* questions are compulsory.
 2. Each question has an internal option.
 3. Each question carries **10** marks.
 4. Figures to the right indicate full marks for that question/
sub-question.
 5. Your answers should be specific and to the point.
 6. Support your answers with suitable live examples.
 7. Draw neat diagrams and illustrations supportive to
your answer.
 8. Use of calculators is permitted (as applicable).

1. Discuss Compensation Management and explain its objectives with
reference to Wage/Salary determination. [10]

Or

Discuss various theories of wage determination. [10]

2. Discuss impact of Labour demand and supply on compensation
fixation. [10]

Or

Explain different types of Labour Market in India. [10]

P.T.O.

3. Discuss in detail National Wage Policy. [10]

Or

Discuss various components of wage determination. [10]

4. Explain the term Gross Salary, Net Salary and CTC. [10]

Or

Discuss Pay Structure with reference to Pay Roll management. [10]

5. Write notes on any *two* :

(a) Competency based pay [5]

(b) Pay Roll Management [5]

(c) Types of Wages. [5]

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[5266]-304

MPM (III Semester) EXAMINATION, 2017

304 : HR BEST PRACTICES

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

N.B. :— (i) All questions are compulsory.
(ii) All questions carry equal marks.

1. (a) “While evaluating organization’s performance, it is essential to consider various non-financial indicators as well.” Comment on the statement with reference to balanced score card. [10]

Or

(b) Discuss the concept of “Best Practice”. What are various HR Best Practices implemented by the organizations ? [10]

2. (a) What is HR Accounting ? What are various costs associated with management of Human Resources ? [10]

Or

(b) Write short notes on : [10]

(i) Linking between balanced score card and HR score card.

(ii) Responsibility accounting.

3. (a) Explain the step by step process of HR Audit using relevant examples. [10]

Or

(b) Explain the importance of knowledge management in modern business organization. [10]

P.T.O.

4. (a) Top management of Hi-Tech Engineering Services Ltd. has recently approved its plan of major expansion. In view of that G.M., Mr. Natarajan, insisted to conduct HR Audit of company's existing hiring practices to find out its effectiveness for new recruitment drive. As a HR expert prepare : [10]

(i) List of documents to be verified for conducting HR Audit.

(ii) List of questions (checklist) to understand weak spots, if any present in existing hiring practices.

Or

(b) What is organizational sustainability ? What are the benefits of organizational sustainability ? [10]

5. (a) What is workforce score card ? Explain its advantages and disadvantages. [10]

Or

(b) What is K.M. ? What are positive and negative consequences of K.M. ? [10]

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[5266]-305

M.P.M. (Third Semester) EXAMINATION, 2017

305 : LABOUR LAWS-III

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) Figures to the right indicate full marks.

1. What is the procedure for fixation or revision of Minimum wages under the Minimum Wages Act, 1948 ?

Or

Define “Wages” and discuss the provisions of Minimum Wages Act, 1948 relating to composition of Advisory Board & Central Advisory Board ?

2. Define the Term “Illegal Strike and Illegal lock Out” and elaborate the procedure for dealing with complaints relating to Unfair labour Practices ?

Or

Discuss the Provisions relating to obligations and Rights of Recognized Union under the Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act 1971 ?

3. Explain the provision relating to Nomination under payment of Gratuity act, 1972 ?

P.T.O.

Or

Discuss the provisions of Payment of Gratuity Act and explain when the worker is not eligible to get gratuity ?

4. State the obligations of the employer and those of the Apprentices under the Apprentices Act, 1961 ?

Or

What do you mean by “Apprentice” and explain about the various authorities and their Functions under the Apprentices Act, 1961 ?

5. Define the term “Cost of living Index” and explain the provisions relating to Exemption of liability of employer in certain cases under Minimum Wages Act, 1948 ?

Or

State the provisions regarding the following under Apprentices Act, 1961 :

- (a) Novation and Termination of contract of Apprenticeship
- (b) Offences and penalties.

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[5266]-306

MPM (III Semester) EXAMINATION, 2017

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) Discuss, “Measuring HR capabilities an important step in HR
Development Process.” [10]

Or

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

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

Or

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

P.T.O.

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

Or

- (b) 'Locus of Control' is an effective tool of HRD. Discuss with suitable example. [10]

4. (a) "Effective Training and coaching helps to create efficient Employee." Discuss in detail. [10]

Or

- (b) Discuss the importance of Career and Succession planning as result oriented tool of HRD. [10]

5. Write short notes (any *two*) :

- (i) Organizational Psychology [5]
(ii) MAO-B [5]
(iii) Training and Coaching. [5]

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[5266]-307

M.P.M. (Third Semester) EXAMINATION, 2017
307 : PERFORMANCE MANAGEMENT SYSTEM
(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

1. (a) Define performance management. Explain the process of performance management with suitable example. [10]

Or

(b) To whom do you think a performance management system is significant to the Organisation or the Individual? Justify strategies do you suggest while developing and implementing system for Performance Management. [10]

2. (a) What factor a manager should keep in mind while implementing new performance management system within the organisation? [10]

Or

(b) “Competency mapping is a tool of optimizing the Human Capital.” Discuss the statement in the light of Performance Planning and Analysis. [10]

P.T.O.

3. (a) Explain the methods of Performance Appraisal with suitable examples in brief. [10]

Or

(b) Define Performance Rating. What are the Rating Errors to be considered by HR manager while reviewing the Performance of the Employees ? [10]

4. (a) Explain the modern methods of Performance Appraisal. [10]

Or

(b) Define the term Performance Appraisal. Explain in detail the process of the performance appraisal. [10]

5. (a) Define Reward System. Explain the types of pitfalls and remedies of Reward System. [10]

Or

(b) Explain the guidelines for making performance management effective. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5266]-401

M.P.M. (Fourth Semester) EXAMINATION, 2017

**401 : COMPETENCY MAPPING AND CAREER DEVELOPMENT
(2013 PATTERN)**

Time : Two Hours

Maximum Marks : 50

N.B. :— (i) Answer *All* questions.

(ii) *All* questions carry equal marks.

1. (a) Trace the History and evolution of the concept of 'Competency'. [10]

Or

(b) Differentiate between KSA and competency. [10]

2. (a) State and explain the components of competency. [10]

Or

(b) Examine the various models of competency. [10]

3. (a) What do you understand by threshold and differentiating competencies ? [10]

Or

(b) Differentiate between competency mapping and competency modelling. [10]

4. (a) State the process of career planning. What do you understand by a 'Career Path' ? [10]

P.T.O.

Or

(b) Outline the theoretical foundations of career development and state its definition. [10]

5. (a) Explain with example the innovative employer career initiatives. [10]

Or

(b) Elaborate the benefits of mentoring for employee development. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5266]-402

M.P.M. (Fourth Semester) EXAMINATION, 2017

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. Discuss the meaning of pollution. Explain the sources and effects of pollution.

Or

Explain the importance of National and International standards for pollution control.

2. What are the sources of Air pollution ? Discuss the impact of Air pollution on human beings.

Or

Write notes on :

- (a) Radioactivity in the atmosphere
- (b) Acid Rain-causes and consequences.

P.T.O.

3. Describe the effect of organic pollutants on organisms and community.

Or

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

4. Discuss the classification of solid waste. Explain the factors affecting solid waste generation.

Or

Explain various methods of segregation of solid waste.

5. Discuss the concept of CSR and explain the role of top management in CSR.

Or

Describe future perspectives of CSR.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5266]-403

MPM (Fourth Semester) EXAMINATION, 2017
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.

(iii) Each question carries *ten* marks.

1. (a) What is Expert System ? State the advantages and limitations of Expert System. [10]
(b) "HRIS is not a luxury, but a necessity for an organization." Discuss. [10]

 2. (a) "Role of every employee is important in the development and implementation of HRIS in the organization." Justify. [10]
- Or*
- (b) Explain the life-cycle of HRIS and also explain the role of HR in every phase of HRIS. [10]
-
3. (a) What are the problems in the successful implementation of HRIS in the organization ? [10]

P.T.O.

Or

(b) Explain the various components of HRIS. [10]

4. (a) Explain in detail the role of HRIS in Human Resource Planning. [10]

Or

(b) What is computerized payroll system ? Also explain its objectives. [10]

5. (a) Explain the different types of computer network. [10]

Or

(b) What is Internet ? Explain the advantages and disadvantages of Internet. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5266]-404

M.P.M. (Fourth Semester) EXAMINATION, 2017

404 : PR AND CORPORATE COMMUNICATION

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

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

(ii) Each question has internal options.

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

1. (a) Define Public Relation and Corporate Communication and state the various PR Tools and techniques.

Or

(b) Explain the methods of communication in PR Department.

2. (a) Explain the role of PR Department in Labour Union.

Or

(b) Why are PR Campaigns designed ? Explain, how it is designed ?

3. (a) What are the elements that constitute in total corporate image ?

Or

(b) Explain the importance of PR structure with suitable examples.

P.T.O.

4. (a) In rapid changing environment how and why E-PR play a vital role.

Or

- (b) Explain how E-PR is used in crisis management.

5. (a) Explain the different types of House Journals.

Or

- (b) Explain role of Advertisement in PR.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5266]-405

M.P.M. (Fourth Semester) EXAMINATION, 2017

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) State the power of inspector as per Bonus Act, 1965. [10]

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

Or

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

P.T.O.

4. (a) Explain the procedure of investigation as per 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) Cancellation of registration certificate of a registered Trade Union.
 - (iv) Functions of Human Right Commission.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5266]-406

M.P.M. (Fourth Semester) EXAMINATION, 2017

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.

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

1. Explain the concept of International Human Resource Management. Describe its nature, scope and importance.

Or

Define International Human Resource Management. Difference between Domestic and International Human Resources Management.

[10]

2. Explain Recent trends in International Staffing.

Or

Define Strategies for overseas assignments of Human Resource Planning.

[10]

3. Explain the process of performance Management in Multinational Companies with suitable example.

P.T.O.

Or

Discuss performance appraisal of International employees in multinational companies. [10]

4. Explain the concept of International Compensation Management. Define its objectives and components.

Or

Explain the theories of compensation and variable influencing of compensation. [10]

5. Discuss the importance of trade union response to multinationals.

Or

Write short notes on : [10]

- (a) Industrial Relations and Global Union
(b) Key issues in International Industrial.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5266]-407

M.P.M. (Fourth Semester) EXAMINATION, 2017

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 **10** marks.

1. (a) Define Collective Bargaining. State the problems and issues in collective bargaining. [10]

Or

(b) State the characteristics of Collective Bargaining. Elaborate on the levels of Bargaining. [10]

2. (a) Elaborate the role of Collective Bargaining in maintaining the peace and harmony in Industry with some settled disputes in companies ? [10]

Or

(b) State the importance of Collective Bargaining in an Industry. State the pre-requisites for the successful Collective Bargaining. [10]

P.T.O.

- 3.** (a) State the process of Collective Bargaining. [10]
Or
(b) Discuss the emerging scenario for Collective Bargaining. [10]
- 4.** (a) Explain the features and the tactics for Collective Bargaining. [10]
Or
(b) State the behavioral theory of labour negotiation. [10]
- 5.** (a) Explain the Administration of the Agreement. [10]
Or
(b) Define Negotiation. State the focal points of effective negotiation. Explain the process of negotiation. [10]

Total No. of Cases—3]

[Total No. of Printed Pages—6

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[5266]-408

M.P.M. (Fourth Semester) EXAMINATION, 2017

408 : CASES IN HR

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

Case 1

This rapidly expanding health care firm was a provider of Physical Therapy, Occupational Therapy, and Speech Therapy to the nursing home industry. The company had grown from 2 to 10 states in a matter of 3 years.

The challenge for the company was to manage a decentralized staff of 350 professionals.

One of the strategies we implemented was a concept known as Open-Book Management.

The company was helped with the organization restructure, its P & L Statement and Balance Sheet into non-financial and generic terms that lay people could understand. With the financial statements reorganized, the company implemented agendas for quarterly meetings

P.T.O.

in which senior management would discuss the financial performance of the organization as a way to keep employees engaged.

Additionally, the company implemented a complete restructuring of the wages, benefits, incentive, and recognition systems. They also created a best-in-class recruiting process that ensured that people hired matched the behaviour profile of each position and the values profile of the company.

These changes resulted in annual turnover of less than 5% in an industry that traditionally had 15% to 20% turnover.

- (a) Analyze the case and bring out the highlights of HR initiatives taken up.
- (b) Comment on the fact that the changes initiated" resulted in annual turnover of less than 5% which traditionally would have been between 15% and 20%."
- (c) What other things would you recommend so that the company would perform better ?

Case 2 :

It is January,

You are the regional manager of a chain of stores selling computer equipment and accessories, mainly based on out-of-town retail parks.

Following promotion, a new manager has just been appointed to

the Preston store which employs 20 staff. The store is currently experiencing a number of challenges which you wish the new manager to address. Among the store's problems are the following :

- A growing absence problem among the store's staff.
- Deterioration in staff morale, largely due to the unpopularity of the previous manager who left suddenly about a month ago.
- Sales have been falling since a rival opened up a store on the same site. It is well known that the rival chain's products are not only cheaper, but much more unreliable.
- The lease on the current property expires in July. The company has an option on a store of similar size on the far side of town. The rent on the alternative store would be cheaper, but it is unlikely that all the current employees would be prepared to transfer to the new store. you need to get your manager to investigate this issue.
- The newly-appointed manager, although highly competent as a team manager has admitted that financial management is not his strong point.
- The company has a formal appraisal process for all staff, but the previous manager is known to have neglected this area. As regional manager you wish to address this issue.

- Although many of the in-store employees have long service, there is still a problem in retaining newly-appointed staff. Labour turnover currently stands at 15% although the norm for the retail sector is 10%.
- The company operates an annual employee opinion survey. In the last survey, employees in the Preston store collectively raised concerns over lack of training. You have allocated £ 10,000 for employee development for the store.
- The telephone bill for the store is twice that of other stores in the chain. Occasional personal calls from the employees rest area are allowed, providing that permission has been given by the store manager.
- The manager of the smaller Blackpool store is currently on sick leave and you, the regional manager, have agreed that a suitable temporary replacement will be provided from the Preston branch.

Based on the above issues, select which you think are the six most appropriate to be included in an annual performance management plan, and compile a suitable set of performance objectives for your newly appointed manager, complete with measures and timescales.

Case 3 :

Unique Airways is a large airline company in India with over 300 domestic flights and 30 international flights to all the major cities. The company has a strong workforce of 10,200 employees including 1500 pilots and 1100 aircraft maintenance engineers. It figured among the top five airline companies in the country. The company has an excellent work culture and developed high level of commitment and involvement in its workforce. It won several awards for its distinct HR practices. HR Department of the company is headed by Mr. Ramesh Divan who is assisted by the team of committed HR professionals.

A year back Unique Airways initiated an ambitious expansion scheme to double its operations. The company directed the HR Department to recruit and train the required number of employees to feed its expansion scheme. Subsequently, the HR Department formed a panel to scan the external environment. After extensively scanning the economical, political and labour market environment including industry performance, it prepared a detailed report and submitted it to the HR manager. The report stated that the domestic labour market conditions were difficult for jobs like pilots and maintenance engineers due to vibrant and booming economy. Alternatively the company could exercise the option of employing foreign pilots and maintenance engineers. Although foreign pilots are readily available, their salary and other allowance are on an average 40% more than their Indian counterparts. Still the panel was in favour of appointing foreign employees on the ground that the aviation industry was expected to perform well in the future and the expected increase

in the revenue could easily compensate the wage differences. The report thus recommended the appointments of foreign pilots and maintenance in substantial number. It was subsequently implemented and the company gradually appointed foreign pilots and engineers in sizable numbers.

Soon after these appointments, however, the company was gripped by recessionary conditions. The aviation industry proved to be no exception. Unique airways witnessed a slowdown in its passenger traffic especially on the international routes. Its sells and profit came under increasing pressure. The management found the salary bill of foreign pilots and engineers unbearable and unreasonable. They began to blame the HR department for not assessing the external environment properly and for making extraneous recommendations. However the HR Director defended the panel by arguing that its recommendations were highly relevant at the time of its submission. He contended that the economy turned week suddenly and most unexpectedly. However the management did not accept the view of HR director and seriously ponder a future course of Action.

- (a) What is your assessment of the developments in Unique Airlines ?
- (b) Do you agree with the view of the management that the panel misguided it ?
- (c) If you were to be the panel member what would be your recommendation ?