

Roll No.....

Time allowed : 3 hours

Maximum marks : 100

Total number of questions : 8

Total number of printed pages : 4

**P A R T – A**

*(Answer Question No.1 which is compulsory  
and any two of the rest from this part.)*

1. (a) Recently, when Tata Motors Ltd. was setting-up its Nano car plant at Singur (West Bengal), severe long lasting agitation against it forced the company to shift the project to some other place. After due recce, the Chairman and Managing Director impressed on the Board of directors the benefits and prospects of shifting the project to Sanand (Gujarat), where the Chief Minister had, on Government's behalf, promised about 1,000 acres land for the project on favourable terms. The Board of directors agreed. The project was shifted. Infrastructure cropped up quickly. Now, the recruitment drive is to be flagged off.

As HR head, how would you plan the HR requirements for this Nano project ? Use hypothetical assumptions, if necessary.

*(10 marks)*

- (b) Piyush, Managing Director of Poler Management Services (P) Ltd. has aptly noted that – "HRM is no longer the administrative dinosaur as it once was. Its professionals have now become strategic business partners focusing less on what HR does and more on what HR delivers." Critically evaluate the statement with special emphasis on the integration of the HRM activities into those of a Company Secretary.

*(10 marks)*

2. (a) Shipro Ltd., a knowledge organisation, is faced with the nagging problem of high attrition of the work force. As an HR Manager, indicate the basis for a sound wage administration system to pave the way for retention of employees.

*(5 marks)*

- (b) Re-write the following sentences after filling-in the blank spaces with appropriate word(s)/figure(s) :

(i) Management's basic job is the effective utilisation of three factors of human resources, viz., \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_.

(ii) For organisational success, the HR Manager's role is required to be \_\_\_\_\_ instead of being reactive.

- (iii) Generally, recruitment is \_\_\_\_\_ process with the aim of developing a pool of qualified applicants for future HR needs of the organisation.
- (iv) In a functional organisation, the line of authority is functional or \_\_\_\_\_.
- (v) BARS stands for Behaviourally \_\_\_\_\_ Rating Scales.

(1 mark each)

(c) State, with reasons in brief, whether the following statements are correct or incorrect :

- (i) A happy and talkative worker is a productive worker.
- (ii) The halo effect factor of performance evaluation defeats the very objective of scientific performance evaluation.
- (iii) Herzberg developed the achievement theory of motivation.
- (iv) Work study technique is not a demand forecasting method.
- (v) Recruitment is a positive process whereas selection is a negative process.

(1 mark each)

3. Write notes on **any three** of the following :

- (i) Different approaches to HR audit
- (ii) Case study
- (iii) Employees training facilities in India
- (iv) Gantt's task and bonus wage plan.

(5 marks each)

4. (a) Performance appraisal is a continuous process to secure information necessary for making correct and objective decisions on employees. Modern organisations opt for goal setting approach to appraise their personnel. Where, in your view, such a goal setting approach can be applied with success ? Are there any limitations to this approach ? Discuss.

(8 marks)

(b) Explain **either** of the following :

- (i) Organisational and individual career planning
- (ii) Techniques for controlling HR costs.

(7 marks)

**P A R T – B**

*(Answer Question No.5 which is compulsory and any two of the rest from this part.)*

5. (a) Mohan, was engaged as a 'milk tester' to test and certify the purity or otherwise of milk collected and sold by his employer, which is a co-operative society. The testing work was limited to just two hours a day; although it was a regular work. Since the State Government issued a notification mandating fixation and payment of minimum wages to employees of dairy farms which take work from employees for eight hours a day, Mohan claimed minimum wages. The employer refused to pay government fixed wages. He then filed a claim before the Deputy Labour Commissioner (DLC). The co-operative society just denied the claim without giving full details. Adopting a pro-labour approach, the DLC allowed the claim. The co-operative society then approached the High Court. In the affidavit-in-reply, the Secretary of the society claimed that it just collected milk from small farmers and sold to public; that it was not a dairy farm; that its work was not covered in the scheduled employment under the Minimum Wages Act, 1948, and that it was outside the jurisdiction of the law relating to minimum wages. The government pleader appearing on behalf of DLC (State), contended that these mixed questions of law and facts were not pleaded before the DLC and cannot be read in proceedings under Article 227 of the Constitution of India under which the petition was filed. Should the High Court allow or dismiss the petition? Give reasons referring to case law.

*(12 marks)*

- (b) In a developing economy like India, the State has a direct interest in preserving industrial peace and prosperity. It is with this avowed objective that industrial relations in India are largely regulated, shaped and structured by the State. Give an overview of the various initiatives initiated by the State for ensuring smooth industrial relations and uninterrupted production in the country.

*(8 marks)*

6. (a) State, with reasons in brief, whether the following statements are correct or incorrect :
- (i) Collective bargaining is useful for both the employer and the employees.
  - (ii) The government's role in regulating industrial relations in India is unwarranted.
  - (iii) All strikes are neither justified nor unjustified.

*(3 marks each)*

- (b) Distinguish between the following :

- (i) 'Win-lose strategy' and 'win-win strategy'.
- (ii) 'Management policies' and 'union's policies'.

*(3 marks each)*

- 7 (a) Re-write the following sentences after filling-in the blank spaces with appropriate word(s)/figure(s) :
- (i) Under section 7(3) of the Payment of Wages Act, 1936, the total amount of deductions from wages shall not exceed \_\_\_\_\_ where such deductions are for payments to co-operative societies and \_\_\_\_\_ in other cases.
  - (ii) It is obligatory for a registered trade union to have at least \_\_\_\_\_ of the office bearers of the union from among the persons actually engaged or employed in the industry with which the trade union is concerned.
  - (iii) Under the Model Standing Orders, a workman may be granted casual leave of absence with or without pay not exceeding \_\_\_\_\_ days in the aggregate in a calendar year.
  - (iv) Every adult workman who works for 240 days is allowed an annual leave with wages in the subsequent calendar year at the rate of one day for every \_\_\_\_\_ days of work performed.
- (1 mark each)*
- (b) Write a note on voluntary arbitration in India.
- (4 marks)*
- (c) Describe the Indian perspective on workers participation in management.
- (7 marks)*
- 8 (a) Briefly mention four major types of employee stock option plans in vogue, indicating which plan may benefit an employee the most when he seeks voluntary retirement under company's voluntary retirement scheme.
- (9 marks)*
- (b) "Absenteeism and labour turnover are two important problems in modern industry." Why ? Can these be reduced through suitable union negotiations ?
- (6 marks)*

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