

Roll No.....

Time allowed : 3 hours

Maximum marks : 100

Total number of questions : 8 Total number of printed pages : 7

PART—A

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

1. Sanjay, a Senior Programme Analyst is drawing a salary of Rs.6,000 per month in the Premier Data Systems, Chennai, employing 50 employees. Like other colleagues, he is in the habit of dropping waste print-outs on the floor. During an inspection, the General Manager (GM) asked Chief Programme Analyst (CPA), Peter to ensure stopping of indiscriminate throwing of waste-papers on the floor. The CPA also provided waste-paper baskets for the purpose. He even admonished Sanjay. It only resulted in increasing staff resentment to such measures. After a month, during a special inspection of the premises by the Vice-President (Personnel) [VP(P)], the CPA and GM decided to recruit another Programme Analyst. A young BCA, Anil, was found suitable and was employed on a salary of Rs.8,000 per month. At this, other Programme Analysts wanted their salaries to be raised. The VP (P) did not agree. The Programme Analysts felt demoralised.

Required —

- (i) Analyse the situation and identify the root cause(s) of the problem.

(4 marks)

- (ii) What is the likely impact of such new appointment on the morale and confidence of employees in the organisation ?

(4 marks)

- (iii) Will such an approach on the part of management result in senior professionals quitting the organisation ?
(4 marks)
- (iv) What pro-active measures should be initiated by the management to build and boost the confidence level of employees ?
(8 marks)
2. (a) "Give man a fish and you have given him meal. Teach man to fish and you have given him livelihood." In the light of this statement, justify the importance of training in an organisation.
(5 marks)
- (b) Explain *any two* of the following :
- (i) Induction
 - (ii) Role playing as a method of training
 - (iii) E-recruiting
 - (iv) MBO as a tool of performance appraisal.
(3 marks each)
- (c) State, with reasons in brief, whether the following statements are correct or incorrect :
- (i) The best minute spent is the one that is invested in people.
 - (ii) Executives/Managers are the live wire in any organisation.
(2 marks each)
3. Write notes on *any three* of the following :
- (i) Interface between technology and human resources management in an environment of globalisation.
 - (ii) Career path and its landmarks.
 - (iii) HRM's 'hygiene' functions.
 - (iv) Guidelines for motivating employees.
(5 marks each)

4. The following undercurrent were discernible in the personnel management panorama over the years :

Year 1977 — Lalkurti Foundaries, Meerut (UP) employs 20 loyal workers groomed in the 'Company Maai-Baap' culture. Though paid wages @ Rs.5 per day, they continued till death.

1987 — Divya Chitralok, a cinema hall in Alwar, Rajasthan, employs one projector operator, one booking clerk-cum-manager, one electrician, six gatemen and two sweepers. No projector operator continues for more than 3 months and the workers' union is demanding uniforms. The owner is compelled to sell the cinema hall.

1990 — National Institute of Personnel Management Conference identifies distribution of executives at that conference as follows :

Directors	—	2.3%
General Managers	—	1.7%
Personnel Chiefs	—	37.5%
Personnel Executives	—	58.5%
Total	—	<u>100.0%</u>

1997 — Infosys, Bangalore, shows in its balance sheet, the value of its 1,705 employees at Rs.27,855.23 lakh.

2003-07— India's workforce swells to over 21 lakh, globalisation increases; yet there is no statutory organisation for regulating HR Executives, like that of ICSI, ICAI, Bar Council of India or Medical Council of India.

Identify and explain the various emerging issues in human resources management in the context of above changes in the human resources environment.

(15 marks)

PART—B

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

5. The management of Jansampark Sandesh, Ranchi, a daily newspaper – engaged a contractor for supplying 35 labourers for fixing hoists and lifts in the factory. While the work progressed, a heavy hoist with big roll of newsprint fell on the labourers, killing four of them on the spot. The supervisor quickly arranged their cremation, promised to ensure compensation to bereaved families and hushed-up the unfortunate incident.

Five days later, the J S Karamchari Union (Regd.), threatened to go on strike, if compensation @ Rs.1 lakh each family was not immediately paid. The general manager could not agree to such a huge amount since the labourers were of the contractor and they had died without any negligence on the part of management. The contractor also backed out blaming the factory manager for the mishap. The Union asked for compulsory adjudication on the issue. Fearing complications, Imtiyaz Hussain, the factory manager with 20 years clear service, opted for voluntary retirement. Accepting it, the company

relieved him by giving him his salary though under the VRS he was entitled to all other usual benefits. Now —

- (i) Identify five issues involved in the episode and examine their legality in the light of decided case law.

(10 marks)

- (ii) Work out viable solutions or advice on the problems involved in the case on the basis of your knowledge of industrial relations laws.

(10 marks)

6. (a) "Disputes are inbuilt into industrial relations, especially during inflation, specialisation, information explosion and rule of law." Comment.

(10 marks)

- (b) Have the Five Year Plans failed to provide adequate protection to labour interests? Give your reasoned solutions.

(5 marks)

7. (a) Sturdy Coachbuilders, Cuttack — a bus body manufacturing company employing 480 workmen, nominated its two directors — Rajeev and Susheel, as joint-occupiers of its factory. The trade union objected to it on the ground that its Chairman, K V Iyer be declared as 'occupier'. Is the demand legal? Is there any case law on it?

(5 marks)

- (b) Pramod is getting a salary of Rs.3,500 per month as a manager in Government Polytechnic, Lucknow, employing 22 persons. Discuss, citing relevant provisions of the Payment of Bonus Act, 1965 —
- (i) whether he is entitled to get bonus; and
 - (ii) whether he is entitled to get productivity-linked bonus.

(5 marks)

- (c) All the liquid funds of Vidyut Karamchari Mandal, Lucknow (UP), which is a registered trade union, were invested in the UTI Mutual Fund by its treasurer. It was done to strengthen the trade union's financial position. But many members objected to it on the ground that such an investment was not permitted under the provisions of the Trade Unions Act, 1926. Eight of such members sent a notice to the Registrar of Trade Unions for dissolving the trade union and cancelling its registration from the date of notice. As no liquid cash was available for dividing it amongst the members, the Registrar dissolved the trade union from the date of notice straightaway. Aggrieved by it, the secretary of trade union wants to challenge the dissolution. On what grounds, if at all, can he do so ? Advise.

(5 marks)

- 8 (a) State, citing decided case law, if any, whether the following statements are correct or incorrect :
- (i) Collective bargaining promotes *ad hocism*.
 - (ii) Safety audit is not at all an audit function.

- (iii) A company can frame standing orders in its own manner, if it is not possible to include all the matters specified in the Schedule to the Industrial Employment (Standing Orders) Act, 1946.
 - (iv) A Metropolitan Magistrate lets-off the accused company with a warning only upon a private complaint by the trade union complaining that the company had not submitted draft standing orders before finalising.
 - (v) Ghosh and Associates, Kolkata, a lawyer's firm employing 25 employees is an 'industry' if an industrial dispute on its peon's dismissal arises.
- (2 marks each)*
- (b) Discuss the scope and coverage of the Minimum Wages Act, 1948.

(5 marks)

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