

Roll No.....

Time allowed : 3 hours

Maximum marks : 100

Total number of questions : 8

Total number of printed pages : 6

PART—A

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

1. (a) Uduppi Hotels (P) Ltd., Bangalore runs restaurants with tiffin supply services to airlines, call centres, etc., all over India and abroad. They have three star rating awarded by the Federation of Hoteliers and Restaurant Owners Associations of India. Every year about 2,000 middle level managers and executives are recruited by them through various sources. As part of their induction programme, the Company Secretary and Vice-President (Personnel) organises lectures with audio-visual demonstrations for the recruits. For it, he requires a suitable template highlighting the attributes of personnel in hotel industry. Draw a specimen template for the consideration of the Company Secretary and Vice-President (Personnel).

(10 marks)

- (b) Choose the most appropriate answer from the given options in respect of the following :
- (i) Workload forecasting is a method of —
- (a) Demand forecasting
 - (b) Supply forecasting
 - (c) Demand forecasting as well as supply forecasting
 - (d) None of the above.
- (ii) Brain storming technique of employee training and decision making was developed by —
- (a) Charles Perrow
 - (b) Alex Osborn
 - (c) Elton Mayo
 - (d) F.W. Taylor.

- (iii) Job evaluation is used to evaluate a job, likewise the use of merit rating is —
- (a) To measure organisations
 - (b) To measure contribution of individuals
 - (c) To measure market potential
 - (d) None of the above.
- (iv) Theory-X and Theory-Y was developed by —
- (a) Chris Algaris
 - (b) Herzberg
 - (c) McGregor
 - (d) Peter Drucker.
- (v) Which of the following is not a determinant of wage —
- (a) Cost of living
 - (b) Supply of manpower
 - (c) Productivity
 - (d) Wealth of an employee.

(1 mark each)

- (c) Re-write the following sentences after filling-up the blank spaces with appropriate word(s)/figures(s) :
- (i) The number of subordinates that a manager can directly manage is called _____.
 - (ii) A broad statement of the purposes, scope, responsibilities and tasks that constitute a job is called _____.
 - (iii) A force that gives rise to behaviour and influences the person to do a thing is called _____.
 - (iv) Introducing or orienting a new employee to the organisation and its procedures, rules and regulations is termed as _____.
 - (v) Shifting of an employee from one job to another without special reference to changing responsibilities or compensation is called _____.

(1 mark each)

2. (a) The training of raters must help strengthen the factors that tend to improve accuracy of ratings and weaken those that lower the accuracy of the performance measurement. Discuss.

(9 marks)

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

- (i) The human resources managers of tomorrow will not be a bigger man than his predecessors.
- (ii) A good HR Manager is no longer just a hirer or firer.
- (iii) Disciplinary procedure must be treated as the means to an end even for the bosses' personal vengeance wreaking.
- (iv) Grapevine signifies groupism.
- (v) Training is an effective technique for personality development.
- (vi) Compensation means financial and non-financial rewards to employees for good work done and respectful conduct.

(1 mark each)

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

- (i) Learning principles
- (ii) Cafeteria style of fringe benefits
- (iii) Competency based training
- (iv) Objectives of a personnel policy of a typical steel company.

(5 marks each)

4. (a) Critically examine the concept of self-appraisal. How does an employee counselling help the employee performance improvement ?

(6 marks)

- (b) Explain **any three** of the following :

- (i) Controlling the HR costs of an organisation.
- (ii) Basic environmental factors having a bearing on organising human resources effectively.
- (iii) HR Manager as a change-agent.
- (iv) Searching sources of labour.

(3 marks each)

PART—B

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

5. On 15th March, 2008, eight linemen and four technicians died of electrocution caused by short circuit in electric wires while working in the transmitter hall of the Jaipur All India Radio Kendra (JAIRK) of the Ministry of Information and Broadcasting, Government of India. An *ex-gratia* compensation of Rs.1 lakh each to the deceased workman's family was announced by the Minister next day. The JAIRK Workers Union (Registered and Recognised) demanded compensation as per law. But, the Director General, JAIRK rejected the demand. Aggrieved by this, the JAIRK Workers Union moved the Central Administrative Tribunal (Rajasthan Bench), whose IAS member, too, rejected the application for compensation as per law, holding it against government interests. Thereupon, the JAIRK Workers Union moved the Central Government Industrial Tribunal, Jaipur. After due hearings, the industrial tribunal enhanced the claim to Rs.15 lakh to each deceased worker's family.

Impugning it, the government is moving the High Court on following grounds :

- (i) All India Radio (AIR) is not an industry. Its Kendra is not a factory.
- (ii) AIR has no CMD or Company Secretary. It is run by IAS and IIS officers as sovereign function of the State.
- (iii) Its 60% revenue comes from advertising, fees, sponsors' contributions; and 40% revenue from government grants from the Consolidated Fund of India.
- (iv) It is not run for profit earning. It provides social information services to the public.
- (v) 80% of AIR's workers are white collared – 20% are in Group-D category. All work as a team of course.

JAIRK Workers Union intends to refute these grounds referring to case law. Advise the union.

(20 marks)

6. (a) State, with reasons in brief, whether the following statements are true or false :
- (i) Primary strikes are generally aimed against the employer with whom the dispute exists.
 - (ii) The concept of collective bargaining was developed by Sydney and Betrice Webb.
 - (iii) In Rajdhani Electricity Supply Co., Delhi inviting workers' suggestions amounts to workers' participation in management.
 - (iv) The Payment of Bonus Act was promulgated in 1965.

- (v) In Banks, VRS is popularly known as 'welfare-farewell'.
- (vi) India's industrial relations system has been largely influenced by the Gandhian thought.
- (vii) A fully happy and satisfied worker is a productive worker.
- (viii) Collective bargaining is a method of introducing civil rights into industry.
- (ix) As anyone who occupies a factory is 'occupier', the employees of Hindustan Unilever's Factory at Mumbai, working therein, can rightly claim the status of 'occupier' as per the Factories Act, 1948.
- (x) Workers of BEST, Mumbai, take rest in Rest Rooms provided by management with free lunch, entertainment and tea, after the work is over. Such an arrangement cannot give rise to industrial unrest.

(1 mark each)

- (b) How has the term 'workman' been interpreted in the case laws in reference to the Industrial Disputes Act, 1947 ?

(5 marks)

7. (a) "Workers Participation in Management (WPM) requires a thorough understanding of the aspirations and requirements of not only the management but also of the workers as well as the relevant legal mandates." In the light of this, draw a plan of action for successful implementation of WPM in a public sector undertaking.

(8 marks)

- (b) A temporary gangman of Western Railways, Daya Ram, was thrown out of the workshop by his supervisor, Balwan, PWI due to one day's overstaying off leave sanctioned for 45 days. Daya Ram pleaded mercy as it had occurred due to his child being critically ill. But in vain. On the Union's advice, he represented to the Divisional Personnel Manager, Rajkot and was given fresh appointment as a hammerman in the Divisional Workshop on a lesser salary and without any other perks/benefits like provident fund, etc. Chapter XIII of the Railway Establishment Manual, does not provide for such appointment. The administration did this taking the view that 'absenteeism and labour turnover are perpetual problems in industry and workmen can be disciplined only this way'.

Do you agree ? Advise Daya Ram what to do ?

(7 marks)

8. (a) Nirankush Match Works (P) Ltd., Secunderabad (AP) has submitted to the certifying officer, draft standing orders as required by the Industrial Employment (Standing Orders) Act, 1946, providing *inter alia* that :
- All casual, badli, daily rated and apprentices workers shall not join any trade union or else shall face automatic termination of employment.
 - They shall get fixed wages @ Rs.100 per day only with no other benefits. The rate of Rs.135 per day fixed under the Minimum Wages Act, 1948 will not apply in their case.
 - All contract labour shall work as *ad hoc* badli workers.
 - All the welfare facilities/services, viz. canteen, crèche, rest rooms, etc., provided under the Factories Act, 1948, shall not be free, but paid at reasonable rates fixed by the workers' trade union.

Should the certifying officer certify these draft standing orders ? Give reasons in support of your answer.

(6 marks)

- (b) Identify the legal position as to whether a principal employer can be required to order absorption of contract labour working in the concerned establishment.

(6 marks)

- (c) Should voluntary retirement scheme necessarily be a contentious issue for making an organisation efficient ?

(3 marks)

