

Roll No.....

Time allowed : 3 hours

Maximum marks : 100

Total number of questions : 8

Total number of printed pages : 4

PART—A

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

1. (a) Re-write the following sentences after filling-in the blank spaces with appropriate word(s)/figure(s) :
- (i) _____ is a process of making efficient and effective use of human resources so that the set goals are achieved.
 - (ii) The process of collecting information about a job is called _____.
 - (iii) The process of searching for and attracting applicants for various job positions is called _____.
 - (iv) A system in which the employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor, is called _____.
 - (v) A long term more encompassing change approach meant to improve individual as well as organisational well-being in the changed situation is called _____.
- (1 mark each)*
- (b) State, with reasons in brief, whether the following statements are true or false :
- (i) McGregor developed the Expectancy Theory of Motivation.
 - (ii) Denial of employment to the employees for reasons beyond the control of employer is called 'retrenchment'.
 - (iii) The process of welcoming, indoctrination and socialisation of new employee to his/her job and organisation is called 'selection'.
 - (iv) Adding more tasks to a job is called 'job enrichment'.
 - (v) A computerised system that aids the processing of information relating to human resource management is called 'Human Resource Inventory System'.
- (1 mark each)*
- (c) Write notes on **any two** of the following :
- (i) Methods of human resource valuation
 - (ii) HRM in an age of technology and globalisation
 - (iii) Managerial and operative functions of HR Manager.

(5 marks each)

2. It was a pay day, every worker in Maharashtra Textile Mills, Mumbai, was humming : “Khush hai zamana, aaj pahali tarikh hai jee....” But all the joy evaporated when Anjana, the factory’s canteen, crèche and welfare supervisor, opened her pay envelope to find the amount short by Rs.500 with a slip that from now onwards she would receive her contracted salary of Rs.14,500 per month only, instead of Rs.15,000 per month that she was receiving since last three years.

Next day, in the Grievance Committee Meeting, she asked the HR Manager, Bhandarkar, “Why am I being demoted ?” “No, not at all. The company always retains its sole discretion to grant and withdraw merit increases in salaries”, came Bhandarkar’s stock reply.

The trade union intervened. It raised an industrial dispute for this arbitrary abrupt pay-cut. Matter went into conciliation. Both the company and union found support for their arguments in Rule 5 of the Standing Orders, *viz.*, “The company shall continue to exercise its right to pay any employee pay/wages in excess of the minimum contracted amounts or withdraw it.” Poor Anjana felt left high and dry. She resigned.

Answer the following questions :

- (i) Is the management’s action in stopping Anjana’s pay differential Rs.500 legal and prudent ? Give reasons referring to relevant legal provisions and decided case law, if any. (8 marks)
- (ii) Indicate pro-active course of action to promote healthy compensation management in the organisation. (7 marks)
3. (a) Explain the essential steps of a good training programme. (8 marks)
- (b) What are the emerging issues in human resource management ? (7 marks)
4. (a) Distinguish between the following :
- (i) ‘Employee training’ and ‘executive development’.
 - (ii) ‘Executive resource plan’ and ‘executive career development plan’.
 - (iii) ‘HR audit’ and ‘HR accounting’.
 - (iv) ‘Positive discipline’ and ‘negative discipline’.
- (2 marks each)
- (b) Explain **any one** of the following :
- (i) Initiatives to control the HR costs of an organisation.
 - (ii) Guidelines for an effective appraisal interview.

(7 marks)

PART—B

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

5. (a) State, with reasons in brief, whether the following statements are true or false :
- (i) A strike is legal only if its notice has been served on the management by the recognised employees' union.
 - (ii) The role of judiciary in the matter of industrial relations has been quite progressive in recent years.
 - (iii) Disciplinary procedures must be treated as the means to an end if good industrial relations are to be maintained.
 - (iv) Quality circles are considered as a participative forum in India.

(3 marks each)

- (b) Distinguish between **any two** of the following :

- (i) Legal implications of 'discharge' and 'dismissal'.
- (ii) 'Arbitration' and 'adjudication'.
- (iii) 'Lock out' and 'lay off'.

(4 marks each)

6. The appellant State Bank of Patiala had floated a funded Voluntary Retirement Scheme (VRS). It was open for 15 days. A 2-months' post closure period was provided to enable the management to carry out necessary calculations and arrange the requisite funds.

One of the bank's employees named Raman applied for VRS. But, he withdrew his application after four months from the closure date, when the bank had already arranged funds for Raman's VRS.

The bank refused withdrawal from the scheme. The employee filed a writ petition in the High Court under Article 226 of the Constitution of India. After due hearings, the High Court issued *writ of certiorari* to quash the scheme on the ground that the employee was entitled to withdraw his option before the amount was paid over to him in full and final settlement of the VRS.

The bank appealed to the Supreme Court on the main ground that acting upon employee's offer to join the VRS, funds had already been arranged for being deposited in the VRS fund. And moreover, the employee's withdrawal was stale, *ultra vires* and against justice. The respondent employee in the appeal refuted the bank's plea on the ground that his right to withdraw was co-terminous with his right to join.

Decide giving reasons and referring to case law on the issue.

(15 marks)

7. (a) "Human resource planning is a pre-requisite for effective management of human resources." Comment with reference to provisions related to conflict resolution under the Industrial Disputes Act, 1947. (8 marks)
- (b) Briefly highlight the salient features of Gandhian approach to industrial relations. (7 marks)
8. (a) As per the scheme of the Trade Unions Act, 1926, what should be the attitude of supervisor towards employees' union of the company ? (3 marks)
- (b) Would a certifying officer be within his powers if he adjudicates upon any controversial matter in the draft standing orders submitted to him ? (3 marks)
- (c) Is an 'out-worker' to whom materials are given by other persons, for manufacturing/ processing in his own home or elsewhere, entitled to fixed minimum wages ? Give reasons in support of your answer. (3 marks)
- (d) Specify various provisions relating to the administration of the Payment of Wages Act, 1936. (3 marks)
- (e) Outline briefly the mechanism devised for implementation of the provisions of the Factories Act, 1948. (3 marks)