

Roll No.....

Time allowed : 3 hours

Maximum marks : 100

Total number of questions : 8

Total number of printed pages : 5

P A R T – A

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

1. (a) In the Board meeting of two-year old A.P. Stainless Steel (P) Ltd., Secunderabad (AP), employing two factory managers, one production engineer, one financial controller, two HR managers, 15 supervisors and 300 workers, the Chairman, Raman, a retired General Manager of the Central Bank of India, expressed concern over the company's poor performance and attributed it to –

- (i) Growing absenteeism.
- (ii) Low morale.
- (iii) Go slow strikes.
- (iv) High rate of employee turnover.

The personnel manager, under HR manager, had to be replaced thrice for organisational problems and not for incompetence.

Raman dubbed the situation as "Mad, Sad, Bad" HR management. As an HR consultant, identify underlying causes of dismal performance of the company and indicate measures to stem the rot for consideration of the Chairman.

(10 marks)

- (b) Choose the most appropriate answer from the given options in respect of the following :

(i) 360° Employee performance appraisal includes appraisal of the employee --

- (a) In totality
- (b) By all concerned
- (c) By himself
- (d) All the above.

(ii) Human Resource Manager is --

- (a) A line functionary only
- (b) An exclusively staff functionary
- (c) Top management functionary
- (d) Both (a) and (b).

- (iii) The 'follow up' step in training programme refers to --
- Total evaluation of all aspects of training
 - The end of training process
 - Assessment of employees' further training needs
 - None of the above.
- (iv) 'Transactional analysis' was developed by --
- Eric Berne
 - Elton Mayo
 - McGregor
 - Herzberg.
- (v) Pankaj, a field area manager residing in NOIDA (U.P.), is posted to company's corporate office at Gurgaon (Haryana), about 40 kms. away from NOIDA, with higher status, more responsibilities and without any change in salary. It amounts to --
- Promotion
 - Transfer
 - Selection
 - Demotion.

(1 mark each)

- (c) Re-write the following sentences after filling-in the blank spaces with appropriate word(s)/figure(s) :
- Selection is a _____ process.
 - A career is a _____ of separate but related work activities that provide continuity, order and meaning to a person's life.
 - Present value of earning model for HR accounting is otherwise known as _____.
 - The training programme that aims to teach specifics of varied cultures across different locations and societies is known as _____.
 - A line organisation is also known as _____ or military organisation.

(1 mark each)

2. (a) The Company Secretary-cum-Vice President (Personnel) of Rex Ltd. is of the view that "management of personnel is a secondary responsibility of Factory Manager, Accounts Head, and other Managers". Is it proper to entrust HRM functions to non-HR professionals ? Discuss.

(9 marks)

- (b) State, with reasons in brief, whether the following statements are correct or incorrect :
- (i) A good HR Manager is no longer just a 'hirer' or 'firer'.
 - (ii) Management is essentially a process of motivation.
 - (iii) Alcoholism is the root cause of all absenteeism.
 - (iv) Supervisor is the backbone of any organisation.
 - (v) Tests do not reflect an individual's true ability.
 - (vi) Fringe benefits and not merely fat salary packets, are current craze in the corporate world.

(1 mark each)

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

- (i) Techniques of job analysis
- (ii) Steps involved in employees career development cycle
- (iii) Steps involved in constructing behaviourally anchored rating scales (BARS)
- (iv) Case study.

(5 marks each)

4. (a) "Although Personnel Managers share a degree of educational commonality, commitment to occupation, and an emphasis on integrity and an independent action, the level of professionalism is certainly not of the order that is found in law and medicine." In the light of above observation, critically identify the challenges and issues involved in professionalism in HRM in India.

(9 marks)

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

- (i) Role of HR Manager in organisational strategy
- (ii) Labour turnover index
- (iii) Social impact of sound HRM practices.

(6 marks)

P A R T – 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 correct or incorrect :
- (i) All industrial disputes are caused by mischief mongers.
 - (ii) Wages may be left to be fixed by market forces of supply and demand alone.

- (iii) Executive managers are the live-wires in any organisation.
- (iv) Conflict is not necessarily bad – it may have some positive implications too.
- (v) The Industrial Disputes Act, 1947 is a restrictive legislation.

(2 marks each)

- (b) What are the rules regarding fixation of wage period under the Payment of Wages Act, 1936 ?

(5 marks)

- (c) Discuss the elements of an effective employee grievance redressal system.

(5 marks)

6. You are the Company Secretary of Rosa Ltd., employing 300 employees – comprising 5 managers, 5 assistant managers, 10 supervisors and about 280 workers. In the Board meeting, the Chairman has *inter alia* mentioned that the Joint Consultative Machinery (JCM) should be properly constituted otherwise it is likely to flop as has happened in many other organisations. The Chairman then asked you to prepare an exhaustive note for consideration of the Board.

As the Company Secretary of Rosa Ltd., prepare a suitable note detailing :

- (i) comprehensive scheme for employee participation;
- (ii) composition of the proposed Joint Consultative Machinery (JCM); and
- (iii) functions of the proposed Joint Consultative Machinery (JCM).

(5 marks each)

7. (a) Write an explanatory note on the Gandhian Trusteeship Approach to industrial relations in the age of globalisation and liberalisation.

(7 marks)

- (b) (i) Mention the powers of certifying officer under the Industrial Employment (Standing Orders) Act, 1946.

(ii) Why has voluntary arbitration failed in India ?

(iii) What are the provisions relating to compensatory holiday under the Factories Act, 1948 ?

(iv) Can due bonus be recovered from the employer and credited in government treasury under the Payment of Bonus Act, 1965 ?

(2 marks each)

8. (a) The Personnel Officer (PO) of Rajni Food Industries Ltd., Mumbai, shifted three female workers named Bhavna, Chanda, and Anju, from the factory floor to the field work for helping sales representatives. All the three workers are union members. The PO also declared that these three workers were no longer members of the trade union as they were no longer factory workers.

The union agitated against this decision. The dispute was adjudicated in a labour court and the PO's order was held unlawful. Do you agree ? Refer to the decided case law.

(5 marks)

(b) Distinguish between **any five** of the following. :

- (i) 'Retrenchment' and 'lay off'.
- (ii) 'Wages in cash' and 'wages in kind'.
- (iii) Legality of imposing 'fine on a female worker aged 30 years' and 'fine on a male employee aged 13 years' under the Payment of Wages Act, 1936.
- (iv) 'Liability of principal employer for absorbing contract labour on regular basis before the year 2000' and 'liability of principal employer for absorbing contract labour on regular basis after the year 2001'.
- (v) 'Arbitration' and 'adjudication'.
- (vi) 'Consultative management style' and 'participative management style'.

(2 marks each)

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