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**[4176]-101**

**M.P.M. (I Semester) EXAMINATION, 2012**

**101 : PRINCIPLES AND PRACTICES OF MANAGEMENT AND  
ORGANIZATIONAL BEHAVIOUR**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Question No. 1 is compulsory.

(ii) Solve any *three* questions from remaining.

(iii) Figures to the right indicate full marks.

1. (a) Define the term OB and explain the concepts of Organizational Behaviour. [15]  
(b) Explain in detail the key terms in management. [10]
2. What are Motives ? Explain different types of motives with its classification. [15]
3. Discuss relationship between “Planning” and “Control”. [15]
4. Define stress. Explain causes of stress. How can stress be avoided ? [15]

P.T.O.

5. What are the steps involved in “Decision making” ? [15]
6. What is Personality ? What are its determinants ? [15]
7. Write short notes (any *three*) : [15]
- (a) Traditional Vs. Modern view of Conflict Management
  - (b) Morale Indicators
  - (c) Team Work
  - (d) Leadership Traits
  - (e) Principles of Organizing.

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**[4176]-102**

**MPM (First Semester) EXAMINATION, 2012**

**102 : INDUSTRIAL AND LABOUR ECONOMICS**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Attempt any *five* questions.

(ii) *All* questions carry equal marks.

1. Define 'Wage'. Why do wages differ ? How can the wage differentials be minimised ?
2. "Efficiency of Indian Labour is Low". Do you agree with this statement ? Justify your answer.
3. Critically assess the performance of private sector in India.
4. Why location of industries is important ? Describe the factors influencing the choice of location of a firm.

P.T.O.

5. What are the sources of industrial finance ? Discuss any *two* sources of industrial finance in detail.
6. Explain role and challenges before India's services sector at present times.
7. Write short notes on (any *two*) :
- (a) Female Labour
  - (b) Dearness Allowance
  - (c) Industrial Policy 1990-91
  - (d) Problems of Co-operative Sector.

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**[4176]-103**

**MPM (First Semester) EXAMINATION, 2012**

**103 : HUMAN RESOURCE MANAGEMENT**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Attempt any *five* questions.

(ii) *All* questions carry equal marks.

1. Do you think that the management of Human Resource has become a challenging task ? If so, give reasons. [14]
2. Clearly distinguish between the following terms : [14]
  - (a) Job description, and
  - (b) Job specifications.
3. What do you understand by 360 degree performance appraisal ? What are its merits and limitations ? [14]
4. Discuss the *four* principal methods of Job Evaluation. How does job evaluation becomes advantageous ? [14]

P.T.O.

5. (a) How do you differentiate between Discharge and Dismissal ? [7]  
(b) Write the role of quality circles in industries. [7]
6. (a) Under which circumstances Lay-off can be declared by an employer ? [7]  
(b) Define retrenchment. How does it differ from closure ? [7]
7. Write short notes on (any *two*) : [14]  
(a) Grievance procedure  
(b) Competency management  
(c) T. Q. M. (Aims and Objectives)  
(d) Suspension of an employee.

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**[4176]-104**

**MPM (First Semester) EXAMINATION, 2012**

**104 : INDUSTRIAL PSYCHOLOGY**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Question No. 1 is compulsory.

(ii) Answer any *three* questions from Q. 2 to Q. 7.

(iii) Figures to the right indicate full marks.

1. (a) Discuss the nature, importance and scope of Industrial Psychology in today's environment. [15]  
(b) Explain the factors responsible for Psychology. [10]
2. What are the individual differences ? Explain the causes of Individual differences. [15]
3. Discuss the concept of Individual behaviour. What are the factors responsible for individual differences ? [15]
4. "Psychology is just simple common sense." Comment. [15]

P.T.O.

5. Define Industrial Psychology and explain the subfields of Psychology. [15]
6. What are Psychological Tests ? Explain the concept of reliability and validity of Psychological Tests. [15]
7. Write short notes on (any *three*) : [15]
- (a) Psychology and Efficiency;
  - (b) Group Dynamics;
  - (c) Male and Female Psychology;
  - (d) Effectiveness of Psychological Tests;
  - (e) Research in Psychology.



Total No. of Questions—7]

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**[4176]-105**

**MPM (First Semester) EXAMINATION, 2012**

**105 : LABOUR LAWS—I**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Answer any *five* questions.

(ii) *All* questions carry equal marks.

1. Define the term “Industry”. State and explain the powers and duties of the Labour court mentioned under Industrial Disputes Act.
2. In which circumstances can the registration of the recognized union be cancelled by Industrial Court ? State and explain the rights of the recognized union under Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practices Act.
3. State and explain the provisions for modification of standing orders, display of standing orders and powers of the certifying officer under Industrial Employment (Standing Orders) Act.

P.T.O.

4. Explain causes of Industrial Disputes. What are the provisions for Retrenchment and Closure under Industrial Disputes Act ?
5. Explain in detail any seven acts or omissions on the part of a workman which shall amount to misconduct under Industrial Employment (Standing Orders) Act ?
6. What are the rights of Unrecognized Trade Unions ? Explain various obligations of a Recognised Trade Union under Trade Unions and Prevention of Unfair Labour Practices Act.
7. Write notes on (any *two*) :
  - (a) Strikes
  - (b) Lock out and Lay off
  - (c) Principles of Natural Justice
  - (d) Classification of Employee under Industrial Employment (Standing Orders) Act.

Total No. of Questions—7]

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**[4176]-201**

**MPM (Second Semester) EXAMINATION, 2012**

**201 : LABOUR WELFARE AND INDUSTRIAL HYGIENE**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Question No. 1 is compulsory.

(ii) Solve any *three* questions from remaining.

(iii) Figures to the right indicate full marks.

1. (a) State precisely the scope and objectives of Labour Welfare. [10]  
(b) Describe theories of Labour Welfare. [15]
2. Distinguish between welfare and productivity. What is the interrelationship between them. [15]
3. Labour welfare practices reduce the importance of trade union. Do you agree ? Give reasons. [15]
4. State and explain the objectives, workers participation in management. What are the difficulties in implementation of workers participation in India. [15]

P.T.O.

5. Explain the role of Government and Union in Labour Welfare. [15]
6. Describe the welfare, safety and health provisions under the Plantation Labour Act, 1951 and Mines Act, 1952. [15]
7. Write short notes on (any *three*) : [15]
- (a) Mental health
  - (b) Corporate social responsibility
  - (c) Industrial social work
  - (d) Workers education and labour welfare
  - (e) Ethics and welfare.

Total No. of Questions—6]

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[4176]-202

**MPM (Second Semester) EXAMINATION, 2012**

**202 : STATISTICAL TECHNIQUES AND  
RESEARCH METHODOLOGY**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Question No. 1 is compulsory. Attempt any *three* from the remaining.

(ii) Wherever required draw rough sketches; Graph paper will not be supplied.

(iii) Figures to the right indicate full marks.

1. (a) The following table gives number of items manufactured per hour by each of the 30 workers : [10]

30, 25, 28, 27, 32, 31, 25, 28, 26, 29,  
35, 32, 33, 24, 26, 25, 24, 27, 32, 31,  
26, 24, 36, 32, 27, 29, 25, 26, 30, 33.

Classify the data considering classes as 24—25, 26—27, 28—29,..... Also draw a Histogram for the data.

(b) Write a note with examples on Utility of Research. [10]

(b) Differentiate between Sample and Population. [5]

P.T.O.

2. (a) Write a note on Simple Random Sampling. [10]  
 (b) Explain the terms null hypothesis and alternate hypothesis. [5]
  
3. (a) Give different aspects of a research design. [10]  
 (b) Explain concept of Scale and name different scales. [5]
  
4. (a) In an I.T. Company employees at M2 level are leaving the jobs. Draft 10 questions to study the reasons. [10]  
 (b) Draw a pie chart to represent the following data : [5]
 

Department	Stores	Production	Service	Office
No. of employees	10	45	20	25
  
5. (a) Write a note on Interview method for collection of data. [10]  
 (b) Explain problems in measurement in management research. [5]
  
6. Write short notes on any *three* : [15]
  - (i) Bar charts
  - (ii) Likert scale
  - (iii) Motivation in research
  - (iv) Dependent and Independent variables.

Total No. of Questions—6]

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[4176]203

**M.P.M. (Second Semester) EXAMINATION, 2012**

**203 : INDUSTRIAL RELATIONS AND TRADE UNION**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Question No. 1 is compulsory.

(ii) Solve any *three* from the remaining.

(iii) Figures to the right indicate full marks.

1. (a) “Industrial Relations in India are mostly governed by Labour Legislations.” Give your comments with reference to various labour laws. [15]
- (b) Role of Trade Union in improving productivity. Explain with example. [10]
2. Explain provisions of section 7 of the I.D. Act providing various agencies for resolving industrial disputes. [15]
3. “Collective bargaining” is a best method to resolve disputes between management and union. Comment. [15]

P.T.O.

4. What are the reasons for ineffectiveness of unions particularly in last decade ? [15]
5. What is the role of IR Manager in maintaining harmonious industrial relations in the organisations. [15]
6. Write short notes on (any *three*) : [15]
- (a) Grievance handling Procedure.
  - (b) Causes for failure of Collective Bargaining.
  - (c) Impact of globalisation on IR.
  - (d) Trade Unions in India.
  - (e) Employee Stock Option Plan (ESOP).



Total No. of Questions—7]

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[4176]204

**M.P.M. (Second Semester) EXAMINATION, 2012**

**204 : PERSONNEL ADMINISTRATION AND  
SYSTEMS PROCEDURE**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) *All* questions carry equal marks.

(ii) Attempt any *five* questions.

1. What is misconduct ? What are the types of misconduct laid down by statutory law ?
2. Explain domestic enquiry with relevant example.
3. Draft a charge sheet for theft of raw material.
4. “Maintenance of Statutory Returns to be sent to the Government Authorities such as Professional Tax, Form 16, TDS.” Explain in detail.

P.T.O.

5. Compare and contrast between Job Enlargement and Job Enrichment.
6. Define Personnel Administration and explain the nature and objectives of Personnel Administration.
7. Write short notes on (any *two*) :
  - (1) Memo and Notice;
  - (2) P.F. Returns;
  - (3) Steps involved in the calculation of Gratuity and Bonus;
  - (4) Merit Rating.

Total No. of Questions—7]

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**[4176]-205**

**M.P.M. (II Semester) EXAMINATION, 2012**

**(205) LABOUR LAWS-II**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Answer any *Five* questions.

(ii) *All* questions carry equal marks.

1. State the scope and objectives of Factories Act, 1948 and explain the provisions relating to the welfare measures.
2. Explain the provisions regarding opening and closing hours of shops, restaurants, eating houses and theatres under Bombay Shops and Establishment Act, 1948.
3. (a) State the scope and objectives of Information Technology Act, 2000.  
(b) Explain in detail the concept of electronic governance.
4. State the procedure for registration and revocation of registration and its effects under Contract Labour (R & A) Act, 1970.

P.T.O.

5. Explain any *seven* authorised deduction from wages under Payment of Wages Act, 1936.
6. Define the term “Factory” and explain health measures under Factories Act.
7. Write short notes (any *two*) :
  - (i) Digital Signature
  - (ii) Factory Inspector
  - (iii) Central and State Advisory Board under Contract Labour Act
  - (iv) Objectives of Payment of Wages Act.

Total No. of Questions—5]

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**[4176]-301**

**M.P.M. (Third Semester) EXAMINATION, 2012**

**301 : TRAINING AND DEVELOPMENT**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Question No. 1 is compulsory.

(ii) Solve any *three* questions from remaining.

**1. (A) Explain any *two* :** [15]

(i) E-learning

(ii) ROI of training

(iii) Social training.

(B) Design a training module for an airhostess of any Aviation Company. [10]

**2. Explain training need analysis on the basis of person analysis, task analysis and organizational analysis.** [15]

P.T.O.

3. Discuss the CIRO model of evaluating a training programme. [15]
4. Explain the concept of “Learning” and discuss the term “Resistance to Training.” [15]
5. Discuss the use and methods of technological inputs in the learning phase. [15]

Total No. of Questions—6]

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**[4176]-302**

**MPM (Third Semester) EXAMINATION, 2012**

**302 : INDUSTRIAL SAFETY MANAGEMENT**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Question No. 1 is compulsory.

(ii) Solve any *three* questions from the remaining questions.

(iii) Figures to the right indicate full marks.

1. What is industrial safety ? Explain in detail unsafe actions and unsafe condition regarding safety. [10]
2. What qualifications are required to become a safety officer ? What are the duties and responsibilities of a safety officer ? [20]
3. State salient features of Air Pollution Act, 1981. [20]
4. Discuss the types of fire and preventive measures to extinguish each type of fire. [20]

P.T.O.

- 5.** Explain the role of Government, Management, Union and Employee in maintaining safety. [20]
- 6.** Write short notes on (any *two*) : [20]
- (a) Cost of accidents
  - (b) Effect of noise and its control
  - (c) Training of employees for safety
  - (d) Safety Committee.



Total No. of Questions—8]

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**[4176]-303**

**MPM (Third Semester) EXAMINATION, 2012**

**303 : LABOUR COSTING AND COMPENSATION MANAGEMENT**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Attempt any *four* questions from Section I.

(ii) Solve any *one* question from Section II.

(iii) *All* questions carry equal marks.

**SECTION I**

1. Explain characteristics of well designed wage incentive plan briefly.
2. Explain various components of salaries and wages. State the various permissible deductions from salaries and wages.
3. Define Labour Productivity. Explain various determinants of Labour Productivity.
4. Why is cost accounting necessary ? State the steps to be taken for the installation of cost accounting system.

P.T.O.

5. What do you understand by Labour Turnover ? Enumerate the causes of labour turnover and indicate some steps which may reduce labour turnover.
6. Write short notes on (any *two*) :
  - (a) Cost associated with personnel functions
  - (b) Relevant cost
  - (c) Direct and indirect costs
  - (d) Overheads.

## SECTION II

7. The cost of turnover of a particular product is made up of the following cost as on 31-3-2010 :

	Rs.
Loading and unloading on materials purchased	950
Productive wages payable	900
Materials used in factory	2,100
Sales of scrap—Raw materials	750
Salary to watch and ward staff	1,100
Materials used in Office	600
Godown Rent	3,500

Materials used in manufacturing—direct	55,750
Labour required for factory supervision	1,800
Cost of special drawings	3,300
Expenses of management	1,200
Materials used in selling and distribution	1,500
Freight inward	4,050
Delivery van running expenses	1,000
Hire of plant	1,700
Labour required in production—direct	9,100
Office supplies and expenses	2,200
Materials used in primary packing	10,000

Assume that all goods manufactured are sold, what would be the selling price to obtain a profit of 20% on value of turnover ?

Prepare a Cost-sheet showing :

- (i) Direct Material Cost
- (ii) Prime Cost
- (iii) Factory Cost
- (iv) Cost of Production
- (v) Cost of Turnover
- (vi) Selling Price.

8. From the following particulars :

Weekly working hours	48
Hourly wage rate	Rs. 10
Piece rate per unit	Rs. 4
Normal time taken per unit	20 minutes
Normal output per week	120 units
Actual output for the week	150 units

Calculate weekly earning of a worker under :

- (a) Straight Piece Rate
- (b) Halsey premium scheme (50% sharing)
- (c) Rowan premium scheme.

Total No. of Questions—7]

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**[4176]-304**

**MPM (Third Semester) EXAMINATION, 2012**

**305 : LABOUR LAWS—III**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Figures to the right indicates full marks.

(ii) Answer any *five* questions.

1. (a) What are the Restriction on the employer available under Maternity Benefit Act ? [7]
- (b) What are the eligibility requirements for Maternity benefits ? [7]
2. Explain the following under Workmen's Compensation Act :
  - (a) Injury arising out of and in the course of employment. [7]
  - (b) Total disablement. [7]
3. What are the various provisions prescribed under Chapter V of the Employee's State Insurance Act, regarding employee's benefits ? [14]

P.T.O.

4. Discuss the objectives and application of Employee's Provident Fund and Miscellaneous Provisions Act. [14]
5. (a) State and explain the various types of benefits under Employee's State Insurance Act. [7]
- (b) What are the duties and functions of the Inspector as per the Employee's State Insurance Act ? [7]
6. Describe the provisions relating to Withdrawals and Nomination under Employee's Provident Fund and Miscellaneous Provisions Act. [14]
7. Write short notes on (any *two*) : [14]
- (a) Forfeiture of Maternity Benefits under Maternity Benefits Act
- (b) Objectives of The Workmen's Compensation Act
- (c) Restrictions on employment under Maternity Benefit Act.

Total No. of Questions—5]

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**[4176]-31**

**M.P.M. (III Semester) EXAMINATION, 2012**

**(301) TRAINING AND DEVELOPMENT**

**(2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Question No. 1 is compulsory carrying 25 marks.

(ii) Solve any *three* questions from the remaining part, each carrying 15 marks.

1. (A) Explain any *two* of the following : [15]
  - (i) Trainer's training
  - (ii) Training for TQM
  - (iii) Technical training.
- (B) Distinguish between Education and Training. [10]
2. Explain the concept of Training Need Analysis. [15]
3. Explain the *three* methods of Off the Job Training. [15]
4. Differentiate between Training Programmes and Management Development Programmes. [15]
5. Explain, why there is resistance to training. [15]

Total No. of Questions—6]

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**[4176]-32**

**MPM (Third Semester) EXAMINATION, 2012**

**302 : INDUSTRIAL SAFETY MANAGEMENT**

**(2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Question No. 1 is compulsory.

(ii) Solve any *three* questions from the remaining questions.

(iii) Figures to the right indicate full marks.

1. What is accident ? Explain in detail causes of accidents. [10]
2. Explain in detail Environment Protection Act, 1986 with reference to definition, handling hazardous substances and penalties for contravention of the Act. [20]
3. Discuss the types of fires and preventive measures to extinguish each type of fire. [20]

P.T.O.



4. What are the duties and responsibilities of safety officer ? What qualifications are required for safety officer ? [20]
5. State salient features of Air Pollution Act, 1981. [20]
6. Write short notes on (any *two*) : [20]
- (a) Motivating employees for safety
  - (b) Cost of accidents
  - (c) Effect of noise and its control
  - (d) Role of union and employees in prevention of accidents.

Total No. of Questions—7]

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**[4176]-34**

**MPM (Third Semester) EXAMINATION, 2012**

**305 : LABOUR LAWS-III**

**(2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Figures to the right indicate full marks.

(ii) Attempt any *five* questions.

1. (a) What are the objectives of The Minimum Wages Act ? [7]  
(b) What is the procedure prescribed for fixing minimum rate of wages ? [7]
2. Explain the following under Payment of Gratuity Act :  
(a) Settlement of claims [7]  
(b) Eligibility and amount of gratuity. [7]
3. Explain the following under The Payment of Bonus Act :  
(a) Amount of bonus [7]  
(b) Set on and set off. [7]

P.T.O.

4. Explain the following under The Contract Labour (Regulation and Abolition) Act :
- (a) Registration of Establishment [7]
  - (b) Welfare of Contract Labours. [7]
5. Who is employee under Payment of Gratuity Act ? State the provisions for Forfeiture of Gratuity. [14]
6. Discuss the objectives and application of Employee's Provident Fund and Miscellaneous Provisions Act. [14]
7. Write short notes on (any *two*) : [14]
- (a) Withdrawals under Employee's Provident Fund and Miscellaneous Provisions Act
  - (b) Objective of the Contract Labour (Regulation and Abolition) Act
  - (c) Objectives of the Payment of Gratuity Act.

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**[4176]-401**

**MPM (Fourth Semester) EXAMINATION, 2012**

**401 : ORGANISATIONAL DEVELOPMENT AND**

**QUALITY MANAGEMENT SYSTEM**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Question No. 7 is compulsory.

(ii) Solve any *four* questions from remaining questions.

(iii) Figures to the right indicate full marks.

1. Define Organisation Development. Explain values beliefs and assumptions of OD in detail.
2. Explain various steps in Action research model in OD.
3. Explain OD process and elaborate on survey feedback in detail.
4. Define structural intervention and elaborate work redesign.

P.T.O.

5. What is the role of OD consultant and how does it help the OD process.
6. Explain the meaning of client consultant relationship and its major challenges.
7. Write short notes on (any *two*) :
  - (a) Force field analysis
  - (b) T-group training
  - (c) Role analysis
  - (d) Parallel learning structure.

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**[4176]402**

**M.P.M. (Fourth Semester) EXAMINATION, 2012**

**402 : STRATEGIC HRM AND CORPORATE PLANNING**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) *All* questions carry equal marks.

(ii) Attempt any *five* questions.

1. How is Human Resource Planning linked to overall strategic planning ? [14]
2. Explain the concept of competency. How is competency related to compensation and promotion. [14]
3. Define corporate strategies. Explain the various types of corporate strategies. [14]
4. Explain linkage between strategy and strategic selection and co-relate with its effectiveness. [14]
5. Identify the HR challenges associated with corporate strategies. 14]

P.T.O.

- 6.** Explain the various kinds of retirement in detail. [14]
- 7.** Write short notes on (any *two*) : [14]
- (1) Personal values
  - (2) Employee empowerment;
  - (3) Workforce Diversity;
  - (4) Key Result Area (KRA).

Total No. of Cases—3]

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**[4176]-403**

**M.P.M. (Fourth Semester) EXAMINATION, 2012**

**403 : CASES IN PERSONNEL MANAGEMENT AND**

**INDUSTRIAL RELATIONS**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Case No. 1 is compulsory to attempt.

(ii) Attempt any *one* case from the remaining Case No. 2 and Case No. 3.

(iii) Figures to the right indicate maximum marks for that question.

(iv) Only the answers to the questions will be examined and evaluated.

**Case No. 1 : Changali Bank of India VRS Problem**

Changali Bank of India was founded in 1960 and since then has spread in many states of India. It has Rs. 2,500 crore deposits

P.T.O.



from the public. It operates through 160 branches. It employs 1960 employees at all levels.

About 5 years ago the Board of Directors sanctioned big loans to 23 parties for starting new industry in Maharashtra and Gujarat. Those governments had offered them many concessions. The Board had examined all details and felt that there is only moderate risk in loan.

Because of mismanagement 15 of the parties could not run the business or industry well and fell in arrears. They could not repay even the instalments, forget the capital amount. But because of this Changali Bank came in trouble. Bank had to curtail many expenses and introduce new ways of management. It obviously came to downsizing the manpower.

Management of the Bank introduced a Voluntary Retirement Scheme, in consultation with the operating Union, and invited applications from the employees. One employee from Pune was transferred on promotion to Delhi. The employee was not very eager to go to Delhi. He applied for VRS on 14th August. The last date for making the application was 31st August.

After making the application for VRS there was discussion in the house of the employee and the employee decided to go to Delhi. Accordingly he contacted Pune Branch Manager and proceeded to Delhi on 28th August. In the meantime the Bank had collected applications till 31st August and decided to accept all applications for VRS. In that this employee's application was also accepted. The VRS dues were credited by the Bank in the respected accounts of the employees. This employee's account was also credited with the VRS dues.

Upon coming to know about this the employee approached the Union the demanded that he is continuing in employment and his VRS application stands withdrawn and cancelled. Union approached the management of the Bank. Bank management insisted that the VRS application is accepted and the employee should accept the dues and retire voluntarily.

Both the parties, i.e. the employee and the Bank management are firm on their stands.

*Questions :*

1. Should the Bank management accept the plea of the employee and continue him in service being a solitary case ? [15]
2. Should the Union pursue the case of the employee and how far ? [15]
3. What are the principles involved in such a situation ? Elaborate your answer. [15]

**Case No. 2 : Vikas Industries Ltd.—Compensatory Off Problem**

Vikas Industries Ltd. is an engineering company manufacturing engineering products and employing 89 workers apart from staff and management. The newly appointed Maintenance Engineer approached the HR Manager and told that 15th August is a holiday and 18th August is Thursday which is a weekly holiday, so could he call one electrician on 18th and give him off on 15th ? HR Manager replied that the worker will get one extra days wage, otherwise it is in order. Action was taken accordingly.

Next week the Maintenance Engineer again approached the HR manager and told that the same electrician was wanting to go to out of town on 27th August and therefore he would call him work on 25th August Thursday weekly off day and give off on 27th. HR Manager replied that it is not possible.

Upon this the Maintenance Engineer got angry and went back to tell to electrician that he would not get off as requested. The electrician obviously approached the Union.

The Union, the electrician and the Maintenance Engineer are now together to pressurize the HR Manager.

*Questions :*

1. How far the Maintenance Engineer is right in taking the side of the electrician ? [10]
2. Was the HR Manager right in his decision ? Why ? [10]
3. Is it right for the Union to intervene in such cases ? [5]

### **Case No. 3 : Dravid Power Ltd.—Gratuity Case**

Dravid Power Ltd. was founded in 1965 and it now employs 550 workmen and staff. All the labour laws are applicable to the company and company is implementing all the provisions to its best.

In January 2009 the management revised the salaries of all employees. In calculating the new salaries the Accounts staff committed some mistakes and among various employees one Mr. Kusalkar was given Rs. 5,000 more per month. Mr. Kusalkar also did not bother much as he thought that this is his revised wage.

In December HR department informed Mr. Kusalkar he would be superannuated as he was completing 60 years of age on 15th December. He was also informed that he would be in employment till 31st December and paid all his dues on 31st December.

On 31st December when Mr. Kusalkar got the statement of dues, he noticed that his gratuity amount was only Rs. 2,50,000 which according to his calculation ought to be Rs. 3,10,000. He approached the HR department where he was told that there was a mistake in calculating his revised salary and he was paid Rs. 5,000 excess for last 12 months which amount was adjusted from the gratuity amount payable to him.

Mr. Kusalkar did not agree and said that the revised salary was granted to him by management and at this stage it cannot be called as a mistake when payment for 12 months is made. He said that

the amount was adjusted; he would not participate in the send off function and not accept the last gift of management.

*Questions :*

1. Was the HR department right in adjusting the amount of excess wages paid ? [10]
2. Was Mr. Kusalkar right in stepping out of the send off function, and not accepting the last gift of management ? [10]
3. How can management amicably resolve the problem situation ? [5]

Total No. of Questions—7]

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**[4176]-404**

**M.P.M. (IV Semester) EXAMINATION, 2012**

**404 : MARKETING MANAGEMENT**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Attempt any *Five* questions.

(ii) *All* questions carry equal marks.

1. Explain philosophies and concepts of marketing in detail. Give examples.
2. How micro and macro environments affect marketing ? Elaborate.
3. Compare the differences between functional, product based and territory based organisational structures for marketing. Explain with appropriate organizational charts.
4. What are the bases for conducting competitive analysis ? How is competitive analysis useful in marketing ?
5. Discuss procedure and criteria used as selection tools for recruiting testing sales ability.

P.T.O.

6. A MNC in automobile sector has just established a manufacturing unit in MIDC. Being a company of foreign origin, they are unaware of compensation practices followed locally. However, they want to attract best marketing talent from their competitors. Design an attractive compensation package comprising of monetary and non-monetary components for entry level marketing executives. State assumptions.
7. Write notes on any *two* of the following :
- (a) Marketing Vs Selling
  - (b) Contents of a marketing plan
  - (c) Evaluating sales force performance.



Total No. of Questions—7]

[Total No. of Printed Pages—2

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**[4176]-405**

**M.P.M. (IV Semester) EXAMINATION, 2012**

**405 : LABOUR LAWS-IV**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Answer any *Five* questions.

(ii) *All* questions carry equal marks.

1. Explain provisions in detail for deductions in Payment of Wages Act 1936.
  - (a) Amenities provided by employer
  - (b) Statutory taxes
  - (c) Fines.
2. Explain the concept of set-off and set-on under Payment of Bonus Act, 1965.
3.
  - (a) Explain in detail provisions related to forfeiture of gratuity.
  - (b) Explain eligibility for gratuity
4. Explain procedure for fixation of Minimum Wages.

P.T.O.

5. (a) Explain in detail definition of wage under Payment of Wages Act, 1936.
- (b) What are due dates for payment of wages ?
6. Explain the concept of Bonus and eligibility for Bonus.
7. Write short notes on any *two* :
- (a) Claim for Gratuity
- (b) Need for fixing minimum wage
- (c) Allocable and available surplus
- (d) Records and due dates for payment of Bonus.

Total No. of Questions—8]

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**[4176]-41**

**MPM (Fourth Semester) EXAMINATION, 2012**

**401 : ORGANISATIONAL DEVELOPMENT AND**

**QUALITY MANAGEMENT SYSTEM**

**(2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Question No. 5 is compulsory. Solve any *two* questions from Q. No. 1 to Q. No. 4.

(ii) Solve any *two* questions from Q. No. 6 to Q. No. 8.

(iii) Figures to the right indicate full marks.

1. Define OD and explain its characteristics in detail. How would you relate organisational development to the success of the organisation. [15]
2. Define “Action Research”. Describe the various steps in the process of action research for organisation development. [15]
3. Discuss the term intervention in organisation development and elaborate in detail inter-group team building intervention. [15]

P.T.O.

4. What is your opinion of client-customer relationship ? Discuss the role with relevance to the current industry scenerio. [15]
5. Write short notes on (any *two*) : [10]
- (1) Socio-technical systems
  - (2) Quality of work life
  - (3) Force field analysis
  - (4) Values and assumptions in OD.
6. List any *five* quality management tools and explain quality circle and six-sigma in detail. [15]
7. What is TQM ? Explain TQM principles in detail. [15]
8. Write short notes on (any *three*) : [15]
- (1) ISO 14000 series
  - (2) Kaizen
  - (3) Just in time
  - (4) Suggestion schemes
  - (5) Business process re-engineering.

Total No. of Questions—7]

[Total No. of Printed Pages—2

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**[4176]-42**

**MPM (Fourth Semester) EXAMINATION, 2012**

**402 : CORPORATE PLANNING AND STRATEGIC  
HUMAN RESOURCE MANAGEMENT**

**(2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** Attempt any *five* questions.

1. Explain how strategic planning process and HRM be integrated. [14]
2. What does “outsourcing” mean ? What are the implications and advantages of outsourcing under globalisation conditions ? [14]
3. What is “Organisational Capability Profile” ? Explain it with an appropriate example. [14]
4. What is the meaning and importance of 360° feedback ? What are the essential features required for implementation of 360° appraisal ? [14]

P.T.O.

5. Elaborate the benefits and issues relating to skill based pay. [14]
6. Elaborate the advantages and disadvantages of female employees in the workforce. [14]
7. Write short notes on (any *two*) : [14]
- (1) Employee Leasing
  - (2) Quality of Work Life
  - (3) Dual Career Couples
  - (4) Early Retire Plans.

Total No. of Cases—3]

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[4176]-43

**M.P.M. (Fourth Semester) EXAMINATION, 2012**

**403 : CASES IN PERSONNEL MANAGEMENT AND**

**INDUSTRIAL RELATIONS**

**(2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Case No. 1 is compulsory to attempt.

(ii) Attempt any *one* case from the remaining Case No. 2 and Case No. 3.

(iii) Figures to the right indicate maximum marks for that question.

(iv) Only the answers to the questions will be examined and evaluated.

**Case No. 1 : Hindustan Forge Ltd.—Transfer Case**

Hindustan Forge Ltd. is a small forging company employing totally 45 workers and staff. It has many sister industries at various places in India. Over the years, because of the wage agreements, the wages of workers have gone very high compared to the paying capacity of the company. The two women safai employees were drawing a

P.T.O.

salary of Rs. 7,000-a month whereas contract employees were available at nearly half the cost. A clause in the appointment letter of the two safai women employees was that their services could be transferred only in Pune.

The company has one other unit in Pune and one in Chennai. The management transferred the two women safai employees to its other unit in Pune. From there they were transferred to Chennai. Obviously the two women employees refused to go to Chennai and the management did not allow them to work at the other unit in Pune.

The two women employees approached the labour office with a complaint that they were illegally terminated. Management told the labour officer that the two employees could report to Chennai works and their services were not terminated. Later, management wrote to the two women that since they did not report for work at Chennai, it is presumed that they have left employment and as such their legal dues were sent to them by cheque. The two women sent back the cheque saying they have not left employment and they will fight the case in court.

The matter was then referred to the labour court. While the case was pending in the labour court, the other unit closed and was shifted to Hosur in Karnataka.



*Questions :*

1. What is the fate of two women employees as the unit is closed ? [15]
2. Was the action of management right ? How ? [15]
3. What would be wise advice for the two women to ? [15]

**Case No. 2 : Batavia Motors Ltd.—Seniority Claim**

Batavia Motors Ltd. is 40 years old company employing about 1600 workers and staff. The company's policy is that the recruitment will be only at junior level and all other senior vacancies will be filled in by promotion from within.

Company employs casuals, temporaries, trainees and probationers in junior vacancies. Their performance is observed and good ones are absorbed in permanent employment whenever permanent vacancy arises.

At one point of time there was a vacancy of a Marketing Manager. Company examined the personal record of the employees in the department and came to conclusion that one Mr. Raje was the senior-most employee in the marketing department based on their date of joining in permanent post.

As soon as the decision was let out, two other employees approached the Director saying that their seniority is not counted properly.

One Mr. Kulkarni was told that he was junior to Mr. Raje by two

years and the other Mr. Lele was told that he was junior to Mr. Raje by two and half years. Mr. Kulkarni claimed that he was employed on temporary basis for 2 years and Mr. Lele claimed that he was a trainee for one and half years and temporary for 6 months before permanent employment.

It appeared that management will have to reconsider its decision.

*Questions :*

1. Was the decision of management to promote Mr. Raje right ?  
How ? [10]
2. Is the claim of Mr. Kulkarni and Mr. Lele right ? How ? [10]
3. Is the policy of promotion based solely on seniority right ? [5]

### **Case No. 3 : Topaz Industries—Lay off or Retrenchment ?**

Topaz Industries is a medium scale company manufacturing writing materials i.e. ink pens, ball pens, pencils, erasers, sharpeners, etc. Each product is a product division. It employs 600 workers and staff and workers are transferable from one product division to other.

Over the years the taste of customers changed and the demand for ink pens was dwindling whereas the demand for ball pens was increasing. Management kept on utilizing workers in ink pen division in ball pen division.

A time came when the manufacture of ink pen did not remain profitable. Management decided to close the ink pen division. Although workers were utilized in ball pen division, that was an accommodation arrangement. But now it was time that management could not bear the burden of accommodation.

Management called a meeting of managers to discuss the situation. Some said that company could lay off the workers. Some others said that company could retrench workers. It was certain that whatever decision was taken there would be labour unrest.

*Questions :*

1. Was lay off possible and feasible ? How ? [10]
2. Was retrenchment possible and feasible ? How ? [10]
3. How would you have resolved the problem of surplus labour ? [5]

Total No. of Questions—7]

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**[4176]-44**

**M.P.M. (IV Semester) EXAMINATION, 2012**

**(404) MARKETING MANAGEMENT**

**(2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Attempt any *Five* questions.

(ii) *All* questions carry equal marks.

1. Explain the difference between selling and marketing with example.
2. Explain the significance of advertising in success of Product.
3. (a) Which factors influence pricing decisions ?  
(b) Explain the various methods of setting up the prices for a product.
4. Explain various stages in new product development in detail. Why do companies regularly introduce new products ?
5. “New types of packaging has helped to take the product to new geographical markets.” Comment with suitable example.

P.T.O.

6. Explain the term “Product Line” with suitable example.
7. Write short notes on any *two* :
- (a) Importance of Branding for FMCG
  - (b) Types of New Product
  - (c) Personal Selling
  - (d) New Product Decision Process.

Total No. of Questions—7]

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**[4176]-45**

**M.P.M. (Fourth Semester) EXAMINATION, 2012**

**405 : LABOUR LAWS-IV**

**(2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Answer any *five* questions.

(ii) *All* questions carry equal marks

1. Explain important provisions for taxation of income under head 'salaries'.
2. Explain powers of Central Government under Food and Adulteration Act.
3. Explain rules for prohibiting adulteration.
4. Explain concept of digital signature and cyber crimes.
5. Explain salient provisions of Central Pension Act.
6. Explain any *two* returns under Labour Laws.

P.T.O.

**7.** Write short notes on any *two* :

- (a) Misbranding
- (b) Capital gains taxability
- (c) E-Governance
- (d) TDS.