# M.P.M. (First Semester) EXAMINATION, 2011 <br> 101 : PRINCIPLE AND PRACTICES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR 

(2008 PATTERN)
Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Question No. 1 is compulsory.
(ii) Solve any three out of the remaining.
(iii) Figures to the right indicate full marks.

1. (a) Define the term $O B$ with its need and scope.
(b) Write a note on Henry Fayol's contribution to management. [10]
2. Why is it necessary for the manager to be familiar with the concept of group behaviour ?
3. What are plans ? How are plans formed ? State importance of planning.
4. "Conflict management skills are key to organisational success". Discuss.
5. Enumerate of a good control system.
6. Explain A.H. Maslow's need hierarchy theory of motivation in detail.
7. Write short notes on (any three) :
(a) Ego state
(b) Steps in staffing
(c) Types of Motives
(d) Importance of decision-making
(e) MBO .

# M.P.M. (First Semester) EXAMINATION, 2011 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 "Labour Market". Explain the determinants of demand for and supply of labour.
2. Critically assess the performance of India's public sector.
3. Describe the problem of Unemployment w.r.t. types, causes and measures.
4. Why is location of industries important? Describe the factors influencing the choice of location of a firm.
5. What are the credit needs of the industries ? Describe any two sources of industrial finance.
6. Define Industrial Productivity. Which factors have bearing on it ? Suggest measures for its improvement.
7. Write short notes on (any two) :
(a) Female Labour
(b) Changes in Industrial Policy of 1990-91
(c) D.A.
(d) Problems of co-operative sector.

# M.P.M. (First Semester) EXAMINATION, 2011 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. What is Human Resource Management ? Explain the functions of Human Resource Management in detail.
2. Define Human Resource Planning. Explain the process of Human Resource Planning by giving demand and supply forecasting techniques.
3. Explain the objectives and process of training in detail.
4. What is Performance appraisal ? Explain the objectives and modern methods of Performance Appraisal.
5. Define Recruitment and Selection. Explain the sources of recruitment and process of selection.
6. Explain the concepts of Job analysis and job evaluation with reference to compensation management.
7. Write short notes on (any two) : [15]
(a) Separations
(b) Stages of career planning
(c) Grievance procedure
(d) Difference between Personnel and Human Resource Management.
M.P.M. (First Semester) EXAMINATION, 2011 104—INDUSTRIAL PSYCHOLOGY
(2008 PATTERN)

## Time : Three Hours Maximum Marks : 70

N.B. :- (i) Attempt any five questions.
(ii) All questions carry equal marks.

1. Define "Industry" and "Psychology". Explain its nature of importance.
2. Explain the various branches of Psychology and its applications in industry.
3. Define group dynamics. Explain the stages involved in group formation with suitable examples.
4. Elaborate the concept of 'Productivity' and 'Efficiency'. Does it have in impact on female and male psychology ?
5. What are the different types of psychological tests ? Explain the measures to control these tests.
6. Explain the term individual differences. What are the factors responsible for individual differences ?
7. Write short notes on (any two) :
(a) Research Methodology for Psychology
(b) Mental Psychology
(c) Reliability and Validity
(d) Steps to improve Psychology
(e) Industrial Psychologist.

# M.P.M. (First Semester) EXAMINATION, 2011 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 Authorities mentioned under Industrial Disputes Act.
2. What are the rights of Unrecognized Trade Unions ? State and explain the rights of the recognized union under Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practise 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.
4. What are the provisions for Strikes, Lockout and Lay-off, and Closure under Industrial Disputes Act ?
5. Which acts or omissions on the part of a workman shall amount to misconduct under Industrial Employment (Standing Orders) Act ?
6. In which circumstances the registration of the recognized union can be cancelled by Industrial Court ? Explain various obligations of a Recognised Trade Union under Trade Unions and Prevention of Unfair Labour Practice Act.
7. Write short notes on (any two) :
(a) Retrenchment
(b) Transfer of Undertaking
(c) Principles of Natural Justice
(d) Unfair Labour Practice.

# M.P.M. (Second Semester) EXAMINATION, 2011 

 201 : LABOUR WELFARE AND INDUSTRIAL HYGIENE (NEW 2008 PATTERN)Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Question No. 1 is compulsory.
(ii) Solve any three questions out of remaining.
(iii) Figures to the right indicate full marks.

1. (a) Explain the concept of 'Labour Welfare'. Discuss in detail various principles of Labour Welfare.
(b) State and describe the different objectives of Labour Welfare.
2. State the various statutory welfare, safety and health provisions under the Factories Act of 1948.
3. Explain and examine the impact of Industrialization on health of workers in India.
4. Explain the role, functions and duties of the welfare officer. [15]
5. Define the term 'Workers' Participation in Management'. Explain the role of WPM in Labour Welfare and Industrial Hygiene.
6. State the objectives and structure of ILO and describe the role of ILO in promoting the welfare of the labour.
7. Write short notes on (any three) :
(a) Corporate Social Responsibility
(b) Ethics and Welfare
(c) Functioning of Maharashtra Workers Welfare Board
(d) Welfare and Productivity
(e) Mental Health.

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M.P.M. (Second Semester) EXAMINATION, 2011

## 202 : RESEARCH METHODOLOGY AND <br> STATISTICAL TECHNIQUES

(NEW 2008 PATTERN)
Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Q. 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) Draw histogram for the following data. Also draw frequency polygon :

## Daily Expenses

10-14
14-18
18-22
22-26
26-30
30-34
34-38
38-42

No. of Students 58875421
(b) Explain the steps in research process.
(c) Write a note on motivations in research.
2. (a) Write a note on stratified random sampling.
(b) Explain interview method for collection of data.
3. (a) What are the features of a good research design ?
(b) Draw a pie chart to represent the following data :

Food
Clothing
House rent
Fuel and lighting
Other

2,160
1,296
1,440
504
1,800
4. (a) Write a note on good hypothesis and null and alternative hypothesis.
(b) Explain Likert scale.
5. (a) What are the parts of a report and layout of research report ?
(b) Write a note on quantitative research.
6. (a) Write a note on validity and reliability regarding measurement.
(b) Distinguish between primary data and secondary data.

# M.P.M. (Second Semester) EXAMINATION, 2011 

## 203 : INDUSTRIAL RELATIONS AND TRADE UNION MOVEMENT (NEW 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) What do you understand by "Industrial Relations"? What is its importance in industrial development ?
(b) Explain the factors influencing IR in an industry. Explain the factors to have a smooth IR.
2. Explain in brief history of trade union movement in India. List the names of unions operating at national level.
3. Explain the machineries (Agencies) provided under the I.D. Act for resolving Industrial Disputes.
4. "Arbitration is a good substitute to adjudication." Explain the importance of this sentence in relation to resolving disputes.
5. Explain various stages in formal "Grievance Handling Procedure".
6. Write short notes on any three :
(a) Impact of globalisation on Trade Union Movement.
(b) Role of "Conciliation Officer" under the I.D. Act.
(c) Collective Bargaining.
(d) Worker's Participation in Management as tool of smooth I.R.
(e) Employee Stock Option Plan (ESOP).
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# M.P.M. (Second Semester) EXAMINATION, 2011 

 204 : PERSONNEL ADMINISTRATION AND SYSTEM PROCEDURE (NEW 2008 PATTERN)Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Attempt any five questions from the following.
(ii) Figures to the right indicate full marks.
(iii) All questions carry equal marks.

1. Define 'Personnel Administration'. Explain the nature and principles of 'Personnel Administration'.
2. Draft a show cause notice for an employee who was found sleeping on the job/duty.
3. Explain Professional Tax. Why is it necessary to deduct this tax ?
4. Compare and contrast appointment letter and an appointment order.
5. What are the principles of Natural Justice and its importance ?
P.T.O.
6. Explain job analysis and describe the job specification of a safety officer.
7. Write short notes on any two :
(1) Tax Deducted at Source (TDS)
(2) Promotion and Transfer
(3) Memo
(4) Job Rotation.
M.P.M. (Second Semester) EXAMINATION, 2011 205 : LABOUR LAWS-II
(NEW 2008 PATTERN)
Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Answer any five questions.
(ii) All questions carry equal marks.
8. Define the term "Factory". Explain the procedure for Annual leaves with wages and working hours under the Factories Act.
9. State and explain the definition of "Shop". What are the provisions relating to Theatres and places of amusements under the Bombay Shops and Establishments Act ?
10. Write an explanatory note on Digital Signature and Electronic Governance under Information Technology Act.
11. Explain provisions regarding welfare and wage payment of employees of the contractor under the Contract Labour Act.
12. Define the term "Wages". Explain provisions in detail for the following deductions from wages under Payment of Wages Act : (a) Fines
P.T.O.
(b) Deduction for absence from duty
(c) Deduction for damage or loss.
13. Factory owner shall provide various Health Measures to the employees working in factory. State and explain all the provisions for Health Measures prescribed under Factories Act.
14. Write notes on (any two) :
(a) Occupier under Factories Act
(b) License under Contract Labour Act
(c) Objectives of the Bombay Shops and Establishments Act
(d) Digital Signature Certificate.

Total No. of Questions-7]
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M.P.M. (Second Semester) EXAMINATION, 2011 201-LABOUR WELFARE AND INDUSTRIAL HYGIENE (OLD 2005 PATTERN)

Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Question No. 1 is compulsory.
(ii) Solve any three questions out of remaining.
(iii) Figures to the right indicate full marks.

1. (a) Describe the theories of Labour Welfare.
(b) Explain the objectives of Labour Welfare.
2. Differentiate role of Personnel Manager and Labour Welfare Officer.
3. Explain statutory welfare amenities in labour welfare with reference to Plantation Labour Act, 1951 and Mines Act, 1952. [15]
4. What are the conditions essential for successful workers participation in management ?
5. Write a detailed note on :

Corporate social responsibility in the present era of LPG.
6. Discuss the merits and demerits of rising urbanisation in developing countries due to rapid industrialisation and its impact on social health.
7. Write short notes on (any three) :
(a) Labour Welfare and Productivity;
(b) Industrial Social Work;
(c) Workers' Education and Labour Welfare;
(d) Objectives of ILO;
(e) Ethics and Welfare.

Total No. of Questions-6]
[Total No. of Printed Pages-4
[4076]-22
M.P.M. (Part I) (Second Semester) EXAMINATION, 2011

## 202 : RESEARCH METHODOLOGY AND STATISTICAL TECHNIQUE <br> (OLD 2005 PATTERN)

Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Answers to the two sections should be written in one answer-book.
(ii) Question numbers $\mathbf{1}$ and 4 are compulsory.
(iii) Attempt any one question from remaining questions in Section I. Also attempt any one question from the remaining questions in Section II.
(iv) Draw rough sketches wherever required. Graph paper will not be supplied.
(v) Use of electronic calculator is allowed.
(vi) Figures to the right indicate full marks.

## SECTION I

1. (a) Explain the steps in research process.
(b) Write a note on objectives of research.
2. (a) What is research ? Explain along with two definitions of research.
(b) Write a note on research report writing.
3. Write short notes on any three of the following :
(i) Research design
(ii) Motivation in research
(iii) Scaling techniques
(iv) Scope and limitations of research
(v) Interpretation of data.

## SECTION II

4. Attempt any four of the following :
(a) Write a note on parts of a statistical table.
(b) Draw a Pie chart for the following data :

Item of Expenditure Expenditure in Rs.

A 300
B 260

C

D
E
F
G170

200
(c) Draw histogram and frequency polygon from the following data :

Class limits Frequency
$0-10 \quad 12$
$10-20 \quad 23$
$20-30 \quad 32$
$30-40 \quad 45$
45-50 28
$50-60 \quad 10$
(d) Calculate mean, median and mode from the following data : Price in Rs. : 36, 35, 38, 42, 28, 39, 32, 33, 36
(e) What are the sources of primary data ?
5. (a) Calculate Karl Pearson's coefficient of correlation :

| $\boldsymbol{x}$ | $\boldsymbol{y}$ |
| :---: | :---: |
| 30 | 62 |
| 29 | 60 |
| 25 | 52 |
| 45 | 92 |
| 32 | 66 |
| 38 | 78 |
| 35 | 72 |

(b) Write a note on chi-square test.
6. (a) Given two regression lines as :

$$
\begin{equation*}
3 x+2 y=13 \text { and } 4 x+5 y=22 . \tag{8}
\end{equation*}
$$

Find mean of $x$ and $y$ and correlation coefficient ' $r$ '.
(b) Given :

$$
\mathrm{N}=500,(\mathrm{~A})=400,(\mathrm{~B})=380,(\mathrm{AB})=270
$$

Test whether the data is consistent or not, and if consistent find coefficient of association.

Total No. of Questions-7]
[Total No. of Printed Pages-2
[4076]-23
M.P.M. (Second Semester) EXAMINATION, 2011 203-INDUSTRIAL RELATIONS AND TRADE UNION MOVEMENT
(OLD 2005 PATTERN)
Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Attempt any fue questions.
(ii) All questions carry equal marks.

1. Explain the origin, growth and scope of industrial relations.
2. What is Industrial Dispute ? Explain the causes of Industrial Dispute.
3. Explain the importance, essential conditions and process of collective bargaining.
4. Explain the role of government in Industrial relations.
5. What is workers' participation in Management ? Explain the importance and prerequisites of effective participation.
6. Explain the role of personnel manager in establishing industrial relations.
7. Write short notes on (any two) :
(i) Approaches to Industrial Relations
(ii) Adjudication
(iii) Works Committee
(iv) Objectives of Trade Union
(v) Role of ILO.

Total No. of Questions-7]
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## M.P.M. (Second Semester) EXAMINATION, 2011 204-PERSONNEL ADMINISTRATION AND SYSTEM PROCEDURE <br> (OLD 2005 PATTERN)

Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Attempt any 5 questions from the remaining.
(ii) Figures to the right indicate full marks.
(iii) All questions carry equal marks.

1. Define Personnel Policy. Explain its process and importance.
2. What is enquiry procedure ? Explain this with an appropriate example.
3. Distinguish between Job Description and Job Specification.
4. Define Personnel Administration and explain its scope.
5. Explain the principles of Natural Justice and its importance.
6. Draft a show cause notice to a worker found gossiping at the time of work.
7. Short notes on (any two) :
(i) Charge Sheet
(ii) Form 16 A
(iii) Letter of Appointment
(iv) Domestic Enquiry.

Total No. of Questions-6]
[Total No. of Printed Pages-2
[4076]-25
M.P.M. (Second Semester) EXAMINATION, 2011

205-LABOUR LAW II
(OLD 2005 PATTERN)
Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Question No. 1 is compulsory.
(ii) Answer any three questions out of remaining.
(iii) Figures to the right indicate full marks.
(iv) Mention illustration wherever possible.

1. (a) Employment of women and children under "The Factories Act".
[10]
(b) Define 'Establishment' under The Bombay Shops and Establishment Act.
(c) Objective of Payment of Wages Act.
2. Answer any two under Company Law :
(a) Incorporation of The Company
(b) Introduce Company Law
(c) Annual General Meeting.
3. Answer any two under Consumer Protection Act :
(a) Consumer
(b) National Tribunal
(c) District Forum.
4. Answer any two under Payment of Wages Act :
(a) Define "Wages"
(b) Obligations on Employer
(c) Wage Payment.
5. Explain Safety Measures under Factories Act.
6. Discuss on working hours of various establishments.

# M.P.M. (Third Semester) EXAMINATION, 2011 301 : TRAINING AND DEVELOPMENT (NEW 2008 PATTERN) 

Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Question No. 1 is compulsory.
(ii) Solve any three questions of the remaining.

1. (A) Write short notes on any two :
(i) Trainer's training
(ii) Multimedia training
(iii) Resistance to training.
(B) Design a training module for neo entrants (engineer) is a manufacture industry.
2. What are the principles of learning ? Explain reinforcement theory.
3. Explain the importance of evaluation of training program and elaborate Kirk Patrick model of evaluation.
4. Explain any three off the job methods of training.
5. Explain the contribution of technology in training in upcoming ERA. [15]

# 302 : INDUSTRIAL SAFETY MANAGEMENT 

 (NEW 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. Explain the concept of industrial safety. State what are the unsafe actions and also unsafe conditions.
2. Elaborate the duties and responsibilities of Safety Officer as per the provisions of the Maharashtra Factories Act. What are the qualifications for the appointment of Safety Officers.
3. What do you understand by air pollution ? State the salient features of Air Pollution Act 1981.
4. What do you mean by Water Pollution? Describe in detail the coverage of Water Pollution Act 1974.
5. What do you understand by Disaster Management? Explain in detail all the aspects of Disaster Management.
6. What are the various types of Fire ? Explain preventive measures to extinguish each type of fire.
7. Write short notes on any two :
(i) Cost of Accidents
(ii) Environmental pollution (iii) Effect of noise and its control (iv) Motivating employees for safety.
M.P.M. (Third Semester) EXAMINATION, 2011

## 303 : LABOUR COSTING AND COMPENSATION MANAGEMENT (NEW 2008 PATTERN)

Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Question No. 1 is compulsory.
(ii) Solve any four questions from the remaining.
(iii) All questions carry equal marks.

1. (A) The standard output in a day of 8 hours is 60 units. Time rate is Rs. 20 per hour. In a day of 8 hrs , 'A' produces 50 units, ' B ' produces 60 units and ' C ' produces 80 units. Calculate the earnings of the workers $\mathrm{A}, \mathrm{B}$ and C under :
(i) Taylor's Differential Plan
(ii) Gantt's plan.
(B) Write a short note on 'Fringe Benefits'.
2. Discuss in detail the various elements of cost in a 'Cost Sheet'.
3. What is labour turnover ? What are its causes ? Suggest the measures to reduce labour turnover.
4. Differentiate between the terms 'Out Workers', 'Casual Workers and 'Piece rate Workers'. How would you treat the costs of these workers in cost accounting ?
5. Discuss various factors to be considered while designing sound incentive scheme.
6. Write short notes on (any three) :
(a) Idle time
(b) Labour productivity
(c) Fixed and Variable costs
(d) Deductions during salary calculation.
7. In a factory two workmen Ram and Sham produce the same product. Their normal wage rate is Rs. 25 per hr . The time allotted to the product is 40 hours.

Ram takes 25 hrs and Sham takes 30 hrs . to finish the product. Calculate the total wages payable under :
(i) Halsey and
(ii) Rowan Premium Bonus Plan
for Ram and Sham.
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M.P.M. (Third Semester) EXAMINATION, 2011

305 : LABOUR LAWS-III
(NEW 2008 PATTERN)
Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Answer any 5 questions.
(ii) Figures to the right indicate marks.

1. (a) What are the Restriction on the employer available under Maternity Benefit Act ?
(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.
(b) Computation for Disablements.
3. Describe the provisions relating to Withdrawals and transfer under Employee's Provident Fund and Miscellaneous Provisions Act. [14]
4. Discuss the objectives and application of Employee's Provident Fund and Miscellaneous Provisions Act.
5. (a) What are the benefits prescribed under Employee's State Insurance Act ?
(b) What are the duties and functions of the Inspector as per the Employee's State Insurance Act ?
6. What are the various provisions prescribed under chapter V of the Employee's State Insurance Act, regarding employee's benefits ? [14]
7. Write short notes on any two :
(a) Obligations on the employer under Maternity Benefits Act
(b) Objectives of the Workmen's Compensation Act
(c) Objectives of the Maternity Benefits Act.

# M.P.M. (Third Semester) EXAMINATION, 2011 <br> <br> 301 : TRAINING AND DEVELOPMENT <br> <br> 301 : TRAINING AND DEVELOPMENT (OLD 2005 PATTERN) 

Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Question No. 1 is compulsory, carrying 25 marks.
(ii) Attempt any three from remaining, each carrying 15 marks.

1. (A) Explain any two of the following :
(i) Training for Productivity
(ii) Training for Leadership
(iii) Sensitivity Training.
(B) Explain any one model of evaluation of Training.
2. Explain the process of training.
3. Explain any three methods of ON THE JOB Training.
4. What are the barriers to effective training ? How do you overcome them ?
5. Design a training program for data entry operators in an IT company.

Total No. of Questions-6]
[Total No. of Printed Pages-2
[4076]-32

# M.P.M. (Third Semester) EXAMINATION, 2011 302-INDUSTRIAL SAFETY MANAGEMENT (OLD 2005 PATTERN) 

Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Question No. 1 is compulsory.
(ii) Solve any three questions from remaining questions.
(iii) Figures to the right indicate full marks.

1. What do you understand by Industrial Safety ? Explain its importance.
2. What do you understand by Disaster Control Management ? How will you design Disaster Control Plan in the industrial organisation?
3. Explain the role of Union, Management and Society in maintaining safety in organisation.
4. What are the various types of fire ? Explain preventive measures to extinguish each type of fire.
5. Discuss the provisions regarding Safety, Accident Prevention and Compensation as under Factories Act, 1948.
6. Write short notes on (any two) :
(a) Cost of accidents
(b) Noise pollution and its prevention
(c) Duties and responsibilities of safety officer
(d) Training of employees for safety.

Total No. of Questions-7]
[Total No. of Printed Pages-2
[4076]-33

## M.P.M. (Third Semester) EXAMINATION, 2011 <br> 303 : LABOUR COSTING AND COMPENSATION MANAGEMENT (OLD 2005 PATTERN)

Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Question No. 1 is compulsory.
(ii) Attempt any four questions from the remaining.
(iii) All questions carry equal marks.

1. Masters Manufacturing Ltd. has fixed the standard time to produce one unit of a product 'A' at 10 hours. Standard wage rate is fixed at Rs. 30 per hour. Mr. Paramjeet produces 30 units of product ' $A$ ' in 240 hours. Calculate Paramjeet's total wages under :
(i) Halsey Premium Plan
(ii) Rowan Premium Plan.
2. What is Labour Turnover? What are its causes? Suggest the measures to reduce labour turnover.
3. Explain the various components of Salaries and Wages.
4. Differentiate between the terms 'out workers', 'casual workers' and 'piece rate workers'. How would you treat the costs of these workers in cost accounting ?
5. What do you understand by 'time keeping and time booking' ? What are their objectives ? Explain the difference between the two. [14]
6. Write short notes on (any three) :
(a) Idle time
(b) Cost sheet
(c) Labour productivity
(d) Fixed costs and variable costs.
7. The standard output in a day of 8 hours is 48 units.

Time Rate is Rs. 24 per hour. In a day of 8 hours, 'A' produces 40 units, ' B ' produces 50 units and ' C ' produces 60 units. Calculate the earnings of the workers $\mathrm{A}, \mathrm{B}$ and C under :
(i) Taylor's Differential Plan
(ii) Gantt's Plan.

Total No. of Questions-7]
[Total No. of Printed Pages-2

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M.P.M. (Third Semester) EXAMINATION, 2011 305-LABOUR LAWS III
(OLD 2005 PATTERN)
Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Answer any 5 questions.
(ii) Figures to the right indicate full marks.

1. (a) Define the term Wages under Minimum Wages Act.
(b) State and explain the procedure for fixing and revising the minimum rate of wages.
2. Discuss the objectives and application of Employee's Provident Fund and Miscellaneous Provisions Act.
3. Who is employee under The Payment of Gratuity Act ? State the provisions for the Forfeiture of Gratuity.
4. Explain the following under The Payment of Bonus Act :
(a) Calculation and eligibility
(b) Set on and set off.
5. Explain the following under The Contract Labour (Regulation and Abolition) Act :
(a) Advisory Board and Registration of the Establishment
(b) Welfare of Contract Labours.
6. State and explain the provisions for settlement of claims and obligations on employee's and employer under Payment of Gratuity Act. [14]
7. Write short notes on any two :
(a) Objectives of Payment of Bonus Act
(b) Nomination under Payment of Gratuity Act
(c) Withdrawals under Employee's Provident Fund and Miscellaneous Provisions Act.
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M.P.M. (Fourth Semester) EXAMINATION, 2011 401 : ORGANISATION DEVELOPMENT AND QUALITY MANAGEMENT SYSTEM (New 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) $A l l$ questions carry equal marks.

1. Define the concept of O.D. Explain importance and evolution in O.D. in detail.
2. Explain various steps in Action Research Model in O.D.
3. Elaborate forcefield analysis in O.D. Explain different characteristics for effective team.
4. Discuss the term 'Intervention' in O.D. Explain in detail advantages of Structural Intervention.
5. Explain the role of O.D. consultant. Discuss importance of ethical issues in O.D. consulting.
6. Explain O.D. process. Elaborate on survey feedback in detail.
7. Write short notes on (any two) :
(a) Work redesign
(b) Self-managed team
(c) T-group training
(d) Parallel learning structures.
M.P.M. (Fourth Semester) EXAMINATION, 2011 402 : STRATEGIC HUMAN RESOURCE MANAGEMENT AND CORPORATE PLANNING (NEW 2008 PATTERN)

Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Attempt any Five questions.
(ii) All questions charge equal marks.

1. Define the term strategic HRM. Explain HR plans and policies.
2. Explain recruitment process. Elaborate on-line recruitment in detail.
3. Define competency mapping. Explain its relevance in today's scenario.
4. Explain retrenchment strategies with reference to retirement plans.
5. "Personal values and business ethics has an impact on human aspects of strategy." Discuss.
6. What do you mean by global HR strategy ? How is HR developed as a value added function ?
7. Write short notes on (any two) :
(1) Work force diversity
(2) Executive compensation
(3) Human side of merges and acquisition
(4) KRA
(5) Employee morale.

# M.P.M. (Fourth Semester) EXAMINATION, 2011 <br> 403 : CASE STUDIES IN PERSONNEL MANAGEMENT AND IR <br> (NEW 2008 PATTERN) 

Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Solve any two Cases.
(ii) All cases carry equal marks.

## Case I

## Famous Engineering Company

The Famous Engineering company was engaged in manufacturing and marketing of engineering products. It was established in 1956 by the house of Dayals and began its activities as small engineering factory. During first two years of its existence the company had experienced various difficulties due to lack of well qualified technical personnel, plant and raw materials. However in the subsequent years company surmounted these difficulties and earned sizeable profits. Hence management decided to undertake a big expansion programme and started expanding their activities.

At this stage the factory employed nearly 500 workers. The workers had formed Engineering Workers' union in 1956, which claimed more than $70 \%$ of membership but management had not granted recognition to it.

Kamat, President of the Union, was a young person aged 30 years and enjoyed popularity among workers. He himself was a highly skilled worker in the factory. His past service record showed that he was an efficient and sincere worker. However Management did not like his Union activities.

Kunal Gupta was 50 years old person, was working as General Manager of the company. He had been associated with the company since its inception. He had previously worked as a Senior Executive in one of the industry under same management. As such he was enjoying trust of the management.

Since inception of the factory labour-management relations in the factory were never cordial. Gupta was of the opinion that management has to take stiff stand in dealing with labour, otherwise they will make all sorts of unreasonable demands and never encouraged unionism.

In 1960, company had launched a scheme of expansion. The house of Dayal appointed Deen Dayal son of Managing Director as a Manager to assist Mr. Gupta. He was especially entrusted with the task of speeding expansion programme.

Deen Dayal was 28 years old. He was a Science graduate and previously worked with his father for three years dealing with various business assignments.

Soon after joining Famous Engineering company Deen Dayal had detailed discussions with Mr. Gupta about various issues and difficulties faced in running of the factory. They had chalked complete development programmes for existing unit and also for expansion.

In 1960, as expansion programmes were in full swing and company had to divert some of the manpower for expansion work. As such they had created the post of a works Supervisor. Deen Dayal had observed work of Kamat and judged his leadership and technical competencies. He believed in fair labour relations as well. As a matter of appreciation of services of Kamat and also believing that this would help in better Labour-Management relations, Deen Dayal thought of promoting Kamat as Works Supervisor.

He called Kamat and told him that his name was recommended for this promotion. Kamat was very happy to accept the offer and agreed to put best of his efforts and contribution.

In July 1960, top management accepted the recommendation of Deen Dayal and promoted Kamat as Works Supervisor. Management found that Kamat had proved to be an efficient supervisor. However there was a change in the attitudes of workers towards Kamat. Workers became suspicious about him. Some started regarding him as a stooge of management.

In the meanwhile Gupta went on sick leave for one month. Deen
Dayal took over charge of Personnel function in the company.

On 16th October, 1960 an incident took place outside the factory gate. Limaye a close associate of Kamat was returning home at 6 p.m. He met another worker namely Pande, who has spent two years in the factory and was greatly respected by workers. Pande reproached Limaye and said, "You people are spoiling union activities and are acting in the interest of management." There was hot discussion
between them and Pande started abusing Limaye. Limaye broke his patience and started beating Pande.

Next day workers gathered at the gate and demanded termination of Limaye. Past records of Limaye were extremely good.

As HR manager how would you handle this case ?

## Case II

## Himalaya Pharmaceuticals Limited

Himalaya Pharmaceuticals Limited was a well established manufacturing pharmaceutical products. It started its operations in 1985 and was professionally managed. It increased its business from year to year and by the end of 2004 its turnover almost became five times. Its initial employment about 75 workers and another 30 staff members. To give it a professional management started calling executives from outside states and created independent functioning departments of HR, Finance, Production and Marketing. Suitably qualified candidates were recruited to assume these functions. By the year 2002 company has reached a manpower over 500 employees. Its operations were
controlled by a Chief Executive Officer who was a management postGraduate in addition to his basic degree in pharmacy. In the 2004 company's Chief Executive got a better offer and resigned from the job. A new CEO Narayanan was appointed. He had an experience over twenty years in this pharmaceutical field. However he was brought up in traditional style of management and did not believe much in implementing new ideas. According to him old techniques are time tested and are golden ones. For almost two years his style of management worked well and produced results. However from the year 2006 onwards company's old products had started losing market and unit had started incurring losses.

Narayanan felt that due to liberal policies of management salary bill had become disproportionate. He felt that organization has excess of manpower. HR manager on the other hand was of the opinion that there was only negligible excess staff as need of business scenario was that some of the staff must be dedicated to innovation and research. According to him company should get engaged in development
new products, carry out market survey as the present manpower was capable of handling it. Narayanan was of the view that this downward trend is apart of the business cycle and has to treated accordingly. Therefore he did not agree and rejected HR Manager's proposal and instructed HR Manager to reduce the employee strength by $30 \%$.

Under compulsion HR Manager started working on this project and in order to avoid any legal complications company decided to introduce Voluntary Retirement Scheme offering packages from Rupees 10 to 15 lacs. Many intelligent and competent employees accepted the offer willingly and got relieved, under VRS. Most of them were immediately picked up by different competitors of the company. This brought the manpower in Himalaya pharmaceuticals under control. For same time financial condition of the company improved.

This improvement in financial condition made CEO Narayanan happy. He one day called the HR Manager in his cabin and said, "We have achieved our goal."

HR Manager however replied "We have achieved the goal but we lost an appropriate strategy and our competitors gained a lot by employing our trained and expert staff.
(1) Who is right ? CEO or HR Manager ?
(2) Will it be appropriate to modify present strategy based on availability of staff and also when market is favourable ?

## Case III

## Wages Problem

There is a company employing 700 workers which pays wages to their workers on 4th day of each month. This payment of wages on 4th was a practice for last 20 years. The company had started with humble beginning with 50 workmen only. It even after growing to current level of employment continued to pay wages on 4th of each month. However in one month on pay day the cashier of the company had gone to Bank of withdrawing of cash for payment of wages to the workmen, while returning from bank he halted at a small hotel to have a cup of tea. Unfortunately at the same
time some dacoits approached him and snatched away bag containing cash under gun point and threatened him. They ran away taking the bag.

As a result of this incident company was not able to pay wages to the workers. Workers therefore started making a hue and cry saying that they also have to meet their monthly commitments. They approached Managing Director and told him that if arrangements would not be made for payment of wages in next 24 hours, they would resort to unilateral action. They further mentioned to Managing Director that in every month they had to face problems related to wages such as less calculation of overtime, improper payment for sanctioned leaves etc.

The Managing Director pacified them and assured them to make some advance payment in next 24 hours. Managing Director calls you and enquires about workers' grievances about payment of wages. You inform the Managing Director that problems about payment of wages arise due to the following reasons :
(1) The cost of living index is available only by 2 nd day of the month.
(2) Some workers fill their leave cards on 1st or 2 nd of the month.
(3) Overtimes slips are sent by the head of department only by 2nd of each month and even sometimes on 3rd of the month.
(4) Since the number of workers has increased, it is difficult to calculate wages on 4th of each month.

If the wages are paid on 7th of each month, the problems would be reduced to minimum.

Analyse pros and cons of the case and make your proposal as a Manager HR.

# M.P.M. (Fourth Semester) EXAMINATION, 2011 (404)—MARKETING MANAGEMENT <br> (NEW 2008 PATTERN) 

Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Attempt any five questions.
(ii) All questions carry equal marks.

1. Explain 'Marketing Process' in detail, drawing an appropriate block diagram.
2. Discuss the need for analysing the marketing environment. Also elaborate on various environments considered while studying marketing environments.
3. What are different types of marketing organisation structures? Discuss each of them giving their merits and demerits.
4. $\mathrm{M} / \mathrm{s}$ Proctor and Gamble Ltd., is a famous company in marketing FMCG products. Analyse their training needs for different levels of sales force.
5. Elaborate on monetary as well as non-monetary methods of motivating the sales force. Which of these methods do you consider as the most effective motivation ? Justify your answer.
6. Write a detailed note on ethical and social responsibilities of marketing organizations.
7. Write notes on any two of the following :
(a) Marketing Vs. Selling
(b) Contents of a marketing plan
(c) Identification and analysis of competitors.

# M.P.M. (Fourth Semester) EXAMINATION, 2011 405-LABOUR LAWS-IV <br> (NEW 2008 PATTERN) 

Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Answer any five questions.
(ii) All questions carry equal marks.

1. Define 'wages' under Payment of Wages Act. Explain any five authorised deductions under Payment of Wages Act, 1936.
2. Write a detailed note on 'Available surplus' and 'Allocable surplus' under Payment of Bonus Act, 1965.
3. Define Gratuity. Who is eligible for gratuity ? Explain the provisions for forfeiture of gratuity under Payment of Gratuity Act, 1972.
4. Discuss the powers and functions of Inspector under Minimum Wages Act, 1948.
5. Mr. Kale joined a company on 17 Aug. 1982. He leaves company as 15 Sept. 2009. His last drawn salary was Rs. 12,700 and D.A. Rs. 4,600. Calculate his gratuity. Whether this is taxable ? [14]
6. Explain :
(a) Concept of minimum wages
(b) Fixation and revision of minimum wages.
7. Write short notes on :
(a) Eligibility for Bonus under Payment of Bonus Act.
(b) Responsibilities of employer under the Payment of Wages Act.

# M.P.M. (Fourth Semester) EXAMINATION, 2011 401 : ORGANISATIONAL DEVELOPMENT AND QMS (OLD 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. 6 to Q. 8.

1. What are the effects of globalisation on organisational development and organisational culture.
2. Explain the process of OD based on 'Action Research Model'.
3. Discuss values and beliefs underlying the field of organisational development.
4. Explain in brief the importance of team development for the organisation. Explain in brief for building effective, high performance and cross-functional teams.
5. Write short notes on (any two) :
(a) Force field analysis
(b) Walton's approach
(c) Role Negotiation Technique.
6. Justify the statement 'Quality is a new competitive weapon' and discuss the importance of quality for a manufacturing organisation.
7. What is 'Quality of Source' ? What is its significance in quality management ?
8. Write short notes on (any three) :
(a) TQM
(b) 5 S
(c) Quality Circles
(d) Time Management
(e) JIT

# M.P.M. (Fourth Semester) EXAMINATION, 2011 402 : CORPORATE PLANNING AND STRATEGIC HUMAN RESOURCE MANAGEMENT 

(OLD 2005 PATTERN)
Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Attempt any Five questions.
(ii) All questions carry equal marks.

1. Elaborate the nature, importance and scope of corporate planning.
2. What is SWOT analysis ? Explain its features in detail.
3. What is strategic HRM ? Elaborate business strategic and HR strategies is an organisation.
4. What do you mean by workforce diversity ? What are the advantages of dual career couples working in an enterprise ?
5. Define PMS. Elaborate $360^{\circ}$ performance appraisal.
6. "HR Outsourcing is becoming common phenomenon." Discuss.
7. Write short notes on (any two) :
(a) Executive compensation
(b) Flexi time
(c) WTO and labour standards
(d) Early Retirement Plan
(e) Demographic changes.

# M.P.M. (Fourth Semester) EXAMINATION, 2011 <br> 403 : CASES IN PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS <br> (OLD 2005 PATTERN) 

Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Answer any two cases.
(ii) All cases carry equal marks.

Case No. 1 :

## M/S PRAKASH TUBES LIMITED

Management of Prakash Tubes Limited has signed a collective agreement with the representative union for three years. The Union enjoys full support of the majority of workers and it seemed to at the outset that an era of peace and harmony is bound to set in, as a result of agreement signed between the management and the Union. It was soon discovered that there was a hostile section within the representative union, which was not in favour of signing such agreement. In the opinion this hostile section, the agreement meant virtual surrender of union to the management. This section consisted of several professional trouble makers and mischief mongers, whose
nefarious activities have to be nipped in the bud in the larger interest of both the Union as well as management.

## Question :

As an industrial relations manager of the company, what measures would you immediately adopt to implement agreement in all its essentials and to bring control anti-social activities of the small but hostile minority within representative Union.

## Case 2.

## Premier Textiles Limited :

Premier Textiles Limited was a medium size textile manufacturing unit employing about 400 workers. Due to part of seasonal activities the company was also engaging about 150 contract labour. The factory was started by two brothers Ajay and Vijay. Vijay was controlling Head office in Mumbai and Ajay was in charge of all factory related operations in Pune. The understanding between them was perfect and clearly laid down demarcations as regard to organizational activities. Ajay was very ambitious and believed in professional management. He was running his unit very efficiently and for his managerial talents was greatly respected by colleague industrialists. One day when Ajay was holding discussions with his friend about problems
of management and industries, his friend suggested to go in for exports. He gave him some contract addresses in Canada and Dubai.

Ajay engaged himself in continuous correspondence with representative of industry of these countries and after a rigorous follow up of two years was awarded with a big contract which will be in force for at least one year. There was considerable chance of its extension another two to three years and also if the customer is satisfied the order quantity could be doubled. Ajay happily accepted the order.

Ajay was assisted in his day to day work by a qualified textile engineer Anil who had an experience of ten years and had tremendously helped Ajay to bring organisation's operations to this level. To appreciate his contributions, Ajay rewarded Anil by giving him a company owned car and a small bungalow. Anil was very happy to receive such perquisites. Ajay started on export activities and slowly factory work was entrusted to Anil as Ajay could not visit factory regularly. This virtually made Anil to be sole incharge of the factory.

Since there was no other senior person in the organization Anil was also looking after Accounts and Administrative functions. However Anil though was technical expert and hard working manager was
lacking in Human Relation skills. Many a times he felt that his decision in the factory operations is final and would not sacrifice his supremacy.

After one year export contract was renewed for two years and quantity of export order also doubled. Anil was alone able to cope with this workload. Hence Ajay decided to engage two more managers-one manager HR to look after HR and administration activities and another manager to look after Finance and Accounts. Suitable candidates were appointed.

Both the managers joined the organization and started taking charge of their respective functions. There were no problems in the initial stage. But after three months both HR Manager and Finance Manager found that Anil is trying to control staff working in HR and Finance department. He could do so as these staff members were selected and appointed.

## Question :

As a result work in HR and Finance department was suffering. Suggest remedial actions in such situation.

## Case No. 3

## Pravin Chemicals Limited

Pravin Chemicals Limited was a chemical unit established in industrial area on Thane Belapur Road. This unit was established by Mr. Pravin Bhat who was a commerce graduate. He started working as a clerk
and within three years had gained knowledge about chemical industry. He had developed good contacts with industries and other government departments. Looking at the talent of Pravin many well wisher in these department and his friends suggested Pravin to start a factory manufacturing chemicals. As such Pravin Chemicals came into existence.

Factory started expanding its manufacturing activities and beginning with a strength of 30 workers rose to employment level of 200 workers. Pravin was running this as a family unit and was initially recruited the workers himself. Hence these first thirty workers were well acquainted to Pravin and would carry out his instructions without any reservations.

Panditraj was one of such old workers who was close to Pravin. After increase in volume of work Pravin could not devote much time for labour activities. He did not feel the need to appoint any Personnel Manager in his organization. He used to take all personnel decisions himself.

Panditraj on one working day went out of factory without informing anyone in the factory. As he did not return even after two hours everyone started searching for him.

It was found that Panditraj was hit by an unknown Truck and was seriously injured. He was taken to the Hospital for further treatment. After three days of hospitalization Panditraj died. His family members approached Pravin for a heavy compensation which Pravin cannot afford.

## Question :

Analyse the case and discuss future course of action.

# M.P.M. (Fourth Semester) EXAMINATION, 2011 404 : MARKETING MANAGEMENT (OLD 2005 PATTERN) 

Time : Three Hours
Maximum Marks : 70
N.B. :- (i) All questions carry equal marks.
(ii) Solve any five questions.

1. Explain the process of New Product Development with example.
2. What do you understand by Four-Ps of Marketing Mix ? Explain with example its significance in the competitive environment.
3. Explain PLC in detail. How does marketing strategies change as the product moves through various stages of PLC ?
4. What are the factors considered while selecting suitable channels of distribution ?
5. Explain the importance of advertising in the success of Product.
6. Explain the various pricing strategies available with an organisation.
7. Write explanatory notes on (any two) : [14]
(a) New Trends in Packaging
(b) Public Relations
(c) Wholesaler Vs. Retailer.

Total No. of Questions-7]
[Total No. of Printed Pages-2
[4076]-45

# M.P.M. (Fourth Semester) EXAMINATION, 2011 405-LABOUR LAWS AND OTHER LAWS Paper IV <br> (OLD 2005 PATTERN) 

Time : Three Hours
Maximum Marks : 70
N.B. :- (i) Answer any fwe questions.
(ii) All questions carry equal marks.

1. Explain Income Tax provisions for Salary Income and for Income From House under Income Tax Act, 1961.
2. Explain Rules for Prohibiting Adulteration under the F \& A Act.
3. Explain various cyber crimes.
4. Write in brief requirement and contents of Annual Return under Factories Act.
5. Explain concepts of electronic signature and its advantages.
6. Explain valuation of perquisites under Income Tax Act.
7. Write short notes on any two :
(a) Food Adulteration
(b) E-Governance
(c) Taxability of Capital Gains
(d) One Statutory Return under Labour Law.
