

(6 pages)

MAY 2013

**P/ID 77608/PBE1K/  
PBEXK**

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Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. “Human resource management is an advancement over traditional personnel management” — If so, explain its significance in the organizational set-up.
2. Labour turnover of XYZ Ltd Co has increased by 10% this year. As an HR Manager, what steps will you take to reduce labour turnover?
3. “A pay packet alone is not adequate to attract and retain competent employees.” Elaborate the statement and discuss the related concepts.
4. What are the records to be maintained by personnel department?
5. What are the functions of time office?

6. What are the steps in disciplinary procedure?
7. What are the contents of job description?
8. What are the various ways and means to protect employees' health in industries?

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. "Manpower planning is the process of estimating the requirement of manpower". Explain this statement by giving process of manpower planning in detail.
10. Describe the functions of HRM.
11. 'Regular feedback improves the performance of employees'. Explain the importance and latest techniques of performance appraisal in brief.
12. Discuss the steps in conducting O & M Assignment.
13. Discuss the techniques of managing time effectively.

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14. Discuss the techniques for reducing the stress.
15. Distinguish between different methods of recruitment. Which method in your opinion will be more suitable to recruit a higher post like production manager?
16. Discuss the determinants of work culture.

PART C — (1 × 20 = 20 marks)

(Compulsory)

17. Vishal Industries Ltd. is a medium sized engineering factory employing 250 employees. The Factory Manager advised the Personnel Manager of the company to select a right man to fill up the vacancy of a “Time-Keeper”. The Personnel Manager inserted an advertisement for this post in prominent local newspapers and received a large number of applications although specific job description and job requirements were embodied in the advertisement. After preliminary screening of applications, the Personnel Manager selected only 6 applications out of 197 and sent them “Application Blank” for collecting their detailed information. On receipt of Applications and on

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further scrutiny, it was observed that two candidates were age-bared, although they had a good experience at their credit and one candidate had a suspicious personal life. The Personnel Manager therefore selected only 3 candidates and sent them call-letters for a personal interview on a stipulated date.

Only two candidates out of three appeared for the interview before the Interview Panel consisting of three interviewers. The panel had therefore to take a decision on selection, either of Mr. Tukaram Patil or Mr. Girish Mahajan. The personal traits and merits of these two candidates are as follows:

Mr. Tukaram Patil, a young man of 30 years, has worked for a year in the Time Office of a reputed company. He is an exceptionally sociable, amicable individual who enjoys mixing with employees. His verbal skills are average. But he has a good degree of hardness. He can sit late in office and prepare payrolls of employees and complete the checking of pay sheets a day before the actual date of payment. He does not demand extra remuneration or over-time for sitting late hours in office. He is a good sportsman also and

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has worked as a secretary of a sports club. A glaring weakness as revealed during the interview is that Mr. Patil's memory is not strong and he may forget a task assigned to him. But he is straight forward and frankly accepts his limitations.

Mr. Girish Mahajan, is also a youth, aged 25, and has a good personality above average communication skills, but at times is "rough" in dealing with people. His clerical and computational skills are excellent. He does not on his own mix with people or take part in extracurricular activities. He joined a textile mill as a clerk in the Time Office and was promoted to the post of Assistant Time Keeper within a period of 5 years. He is against the principle of sitting late in office. His sense of time keeping, punctuality is good and regular. He feels that attendance of employees must be posted in the regular register on the same day and pay sheets must be kept ready on 1<sup>st</sup> of every month and sent to A/c Department, for checking before 3<sup>rd</sup> inst. Similarly, he prepares PF/ESI statements and returns in time and submits the same to respective Government authorities in time. However, Mr. Girish Mahajan

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is short tempered and at times he also had heated arguments with managerial executives. He limits his existence to his working table and if anybody unconnected with the rime-office work comes near his table, he loses his temper.

Questions:

- (a) In terms of overall capabilities and job requirements, whom will you recommend out of the two candidates, in your capacity as a Personnel Manager?
- (b) What are the criteria of your decision?
- (c) In case the other two members of the interview Panel differ from your decision, how will you convince them?
- (d) As a Manager HR, what will you do to improve the interpersonal relations in the organization?