

Total No. of Questions—7]

[Total No. of Printed Pages—2

**[3676]-1**

**M.P.M. (First Semester) EXAMINATION, 2009**

**101 : BASICS OF MANAGEMENT**

**(OLD 2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

(ii) Answer any *three* out of the remaining.

(iii) Figures to the right indicate full marks.

1. (a) Define the term 'Management'. Describe its need and scope in modern business. [15]
- (b) Elaborate contributions made by F.W. Taylor to management. [10]
2. What is the concept of Planning as an element of management process ? Discuss its role in modern business organisation. [15]
3. Define Leadership. State the qualities of a good leader. [15]
4. Define Organising. Explain the various Organisational Structures. [15]
5. What is Controlling ? Explain the methods of controlling. [15]

P.T.O.

6. What is M.B.O. ? Explain the process of M.B.O. [15]
7. Write short notes on (any *three*) : [15]
- (i) Delegation of Authority
  - (ii) Peter Drucker's contribution to Management
  - (iii) Levels of Management
  - (iv) Span of Control
  - (v) Types of Plan.

Total No. of Questions—7]

[Total No. of Printed Pages—2

**[3676]-101**

**M.P.M. (First Semester) EXAMINATION, 2009**

**101-PRINCIPLES AND PRACTICES OF MANAGEMENT**

**AND ORGANIZATIONAL BEHAVIOUR**

**(NEW 2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

(ii) Answer any *three* of the remaining.

(iii) Figures to the right indicate full marks.

1. (a) Define the term 'Organisational Behaviour' and explain its characteristics and significance. [15]  
(b) Briefly describe the contributions of F.W. Taylor to management. [10]
2. Discuss various steps in control process and elaborate different techniques of control. [15]
3. What are groups ? Explain the significance of group dynamics. [15]
4. "Effective decision-making is key to organisational success". Discuss. [15]
5. Define Conflict. What are the types of conflicts ? Elaborate different strategies to resolve conflicts. [15]
6. What do you mean by leadership ? State its importance. Explain in brief types of leaders. [15]

P.T.O.

7. Write short notes on (any *three*) :

[15]

- (1) Types of plan
- (2) Johri Window
- (3) Causes of Stress
- (4) Maslow's theory of motivation
- (5) Contributions made by Henry Fayol.

Total No. of Questions—7]

[Total No. of Printed Pages—2

**[3676]-102**

**M.P.M. (First Semester) EXAMINATION, 2009**

**102-INDUSTRIAL AND LABOUR ECONOMICS**

**(NEW 2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

(ii) *All* questions carry equal marks.

1. Define Industrial Economics. Discuss the nature, scope and importance of Industrial Economics.
2. What do you mean by labour market ? Discuss determinants demand for and supply of labour.
3. Explain in detail changes made in the Indian Economic Policy after 1990-91.
4. Bring out the importance of small scale sector in India along with the drawbacks associated with it.
5. Evaluate various sources of Institutional Industrial Finance in India.
6. What are the challenges and opportunities posed to services sector in India ?

P.T.O.

7. Write notes on (any *two*) :

- (a) Types of wages
- (b) Causes of migration of labour
- (c) Industrial location
- (d) Factors determining industrial productivity.

Total No. of Questions—7]

[Total No. of Printed Pages—2

**[3676]-103**

**M.P.M. (I Sem.) EXAMINATION, 2009**

**103-HUMAN RESOURCE MANAGEMENT**

**(NEW 2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

(ii) *All* questions carry equal marks.

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

1. What is Human Resource Management ? Discuss. Explain the role of Human Resource (HR) Manager. [14]
2. Define Human Resource Planning and discuss various sources of recruitment. [14]
3. Explain the importance of Training and Development along with various methods of training and development. [14]
4. Explain 360° performance appraisal and assessment center, method of performance appraisal. [14]
5. Explain in detail the process of Grievance handling. [14]
6. Explain various methods of employee separation from the organisation. [14]

P.T.O.

7. Attempt any *two* short notes :

[14]

- (1) Management by objectives (MBO)
- (2) Kaizen
- (3) Succession planning
- (4) Job Enlargements and Job Enrichment
- (5) In Basket Training.



**M.P.M. (First Semester) EXAMINATION, 2009**

**104-INDUSTRIAL PSYCHOLOGY**

**(NEW 2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

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

(iii) Marks are indicated at the end of each question.

1. (a) Why do differences occur among individuals in the organisation? [15]  
(b) What are the factors responsible for behaviour of an individual? [10]
2. Describe various types of test and measures to control these tests. [15]
3. Explain various types of group? Discuss characteristics of group behaviour? [15]
4. Differentiate between gender psychology towards increasing efficiency of productivity? [15]
5. Explain various types of psychology and their characteristics? [15]
6. Write short notes on (any *three*): [15]
  - (a) Intelligent Quotient
  - (b) Role of Industrial Psychologist
  - (c) Mental Psychology
  - (d) Group Cohesiveness
  - (e) Team work.

**M.P.M. (First Semester) EXAMINATION, 2009**

**105-LABOUR LAWS-I**

**(NEW 2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

(ii) Attempt any *three* out of remaining.

1. (a) Write note on unfair labour practices. [5]
- (b) Explain recognition of Trade Unions and explain obligations on recognised Trade Unions. [10]
- (c) Write note on certification of standing orders and various powers of certifying officer. [10]
2. Discuss various authorities and their powers, duties under the Industrial Disputes Act. [15]
3. Write note on De-recognition and re-recognition of Trade Unions. What are the various rights of Un-recognised Trade Unions. [15]
4. Write note on Lay-off, Retrenchment, Strikes under Industrial Disputes Act. [15]
5. Write full note on principles of natural justice. [15]

6. Write short notes on (any *three*) :

[15]

- (1) Display of standing orders
- (2) Objectives of Industrial Employment (S.O.) Act
- (3) Obligations on recognised Trade Union
- (4) Obligations on Employer under Industrial Disputes Act.

Total No. of Questions—7]

[Total No. of Printed Pages—2

**[3676]-2**

**M.P.M. (First Semester) EXAMINATION, 2009**

**102 : INDUSTRIAL AND LABOUR ECONOMICS**

**(OLD 2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

(ii) *All* questions carry equal marks.

1. Describe the nature and scope of Industrial Economics.
2. What is Labour Market ? Is Indian labour market developed ? Justify.
3. Review the Industrial Progress of India since independence.
4. (a) What measures have been adopted to reduce unemployment ?  
(b) “Collective Bargaining is a peaceful method of solving labour problems.” Discuss.
5. What are the credit needs of industry ? Describe ICICI as a source of industrial credit.
6. (a) Discuss the factors determining Wages.  
(b) Explain the concept of Mobility of Labour.

P.T.O.

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

(i) Contribution of Public Sector to Indian Economy

(ii) Backward Bending Supply Curve of Labour

(iii) Role of Foreign Capital

(iv) Factors influencing location of industry.

Total No. of Questions—7]

[Total No. of Printed Pages—2

**[3676]-201**

**M.P.M. (Second Semester) EXAMINATION, 2009**

**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* out of remaining.

(iii) Figures to the right indicate full marks.

1. (a) Describe the theories of labour welfare. [15]  
(b) Explain the objectives of labour welfare. [10]
2. Critically examine the inter-relationship between welfare and productivity. [15]
3. Write an essay on 'Workers' participation in management'. [15]
4. Examine the role of the government in labour welfare. [15]
5. Describe the welfare, safety and health provisions under the Plantation Labour Act 1951 and Mines Act 1952. [15]
6. "Industrialisation is the main cause behind pollution and deteriorating social health in India." Examine the statement. [15]

7. Write short notes on (any *three*) :

[15]

- (a) Mental health
- (b) Workers' education and labour welfare
- (c) Welfare Provisions under Factories Act 1948
- (d) Corporate Social Responsibility.
- (e) Industrial social work.

**M.P.M. (Second Semester) EXAMINATION, 2009**

**202 : RESEARCH METHODOLOGY AND**

**STATISTICAL TECHNIQUES**

**(NEW 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) Pune has developed as a I.T. Centre. Many people come to Pune for seeking jobs. They face the problem of accommodation. To understand their problems, prepare a research design. [10]

(b) The following data gives daily income of a newspaper boy observed for 30 days :

62, 75, 58, 46, 60, 72, 80, 65, 68, 71,

63, 64, 69, 75, 49, 48, 64, 68, 72, 78,

68, 50, 56, 59, 71, 76, 56, 71, 73, 68

Classify the data considering classes as 45-49, 50-54, 55-59,..... etc.

Also draw a Histogram for the frequency data. [10]

(c) Write a note on objectives of research. [5]

P.T.O.



2. (a) Explain simple random sampling. [10]  
 (b) Write a note on null hypothesis and alternate hypothesis. [5]
  
3. (a) Differentiate between qualitative research and quantitative research. [10]  
 (b) Write a note on Chi-square test. [5]
  
4. (a) Give and explain layout of a research report. [10]  
 (b) Explain the terms sample and population. [5]
  
5. (a) Point out the possible sources of errors in measurement. [10]  
 (b) Write a note on sources of primary data. [5]
  
6. (a) Give characteristics of scientific method. [10]  
 (b) Represent the following data by a Pie-chart. [5]

**Educational**

**Qualification Arts Science Com. Engineering Other Total  
 (Graduation)**

**Number of**

**employees 25 36 20 48 21 150**

**M.P.M. (Second Sem.) EXAMINATION, 2009**

**203-INDUSTRIAL RELATION AND TRADE UNION MOVEMENT**

**(NEW 2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :-** (i) Solve any *five* questions.

(ii) *All* answers carry equal marks.

(iii) Figures to the right indicate full marks.

1. Define industrial relations. Explain its role and importance. [14]
2. Explain role of judiciary and its impact on industrial relations. [14]
3. Explain in detail causes and nature of industrial disputes.
4. Explain role of functional manager and personnel manager in industrial relations. [14]
5. Explain characteristics of collective Bargaining. [14]
6. What is role of Trade Unions and its functions ? [14]
7. Write short notes (answer any *two*) : [14]
  - (a) Grievance handling procedure.
  - (b) Peaceful industrial relations
  - (c) Alternatives to Collective Bargaining
  - (d) Functions of Industrial Tribunal
  - (e) Workers participation in Management.

Total No. of Questions—6]

[Total No. of Printed Pages—2

**[3676]-204**

**M.P.M. (Second Semester) EXAMINATION, 2009**

**204 : PERSONNEL ADMINISTRATION SYSTEMS**

**AND PROCEDURES**

**(NEW 2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :-** (i) Q. No. 1 is compulsory.

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

(iii) Figures to the right indicate marks.

1. (a) What is a misconduct ? List the various types of misconduct laid down by statutory law. Why a disciplinary action should be taken against a misconduct ? Who is the authority who can take a disciplinary action ? [15]
- (b) Describe personnel policy with its need and objectives. [10]
2. Explain job description with a sample format. [15]
3. Write a show cause notice for sleeping while on duty. [15]
4. Write a detailed note on ESI returns. [15]
5. "Structure of personnel department is flexible as per the changed objectives of industry in these few years". Discuss the statement. [15]

P.T.O.

6. Write short notes on any *three* :

[15]

- (1) Principles of natural justice
- (2) Professional tax
- (3) Job analysis
- (4) Deployment
- (5) Importance of Personnel Administration.

Total No. of Questions—7]

[Total No. of Printed Pages—2

**[3676]-205**

**M.P.M. (Second Semester) EXAMINATION, 2009**

**205 : LABOUR LAWS—II**

**(NEW 2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

(ii) *All* questions carry equal marks.

(iii) Marks to the right indicate full marks.

1. Define the term “Factory”. State the provisions relating to safety measures under Factories Act. [14]
2. Explain the provision for “Leave with pay and payment of wages” under Bombay Shops and Establishment Act, 1948. [14]
3. Explain the concept of Digital Signature and Electronic Governance. [14]
4. Define ‘workman’ under Contract Labour Act. Explain principal employer under it. [14]
5. Write a note on statutory deductions and non-statutory deductions under Payment of Wages Act. [14]
6. What are the various powers and duties of ‘Factory Inspector’? [14]

P.T.O.

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

[14]

- (i) Objectives of Bombay Shops and Establishment Act
- (ii) Duties of Welfare Officer
- (iii) Types of Wages
- (iv) Contract Labour
- (v) Commercial Establishment.

**M.P.M. (Second Semester) EXAMINATION, 2009**

**201 : LABOUR WELFARE AND INDUSTRIAL HYGIENE**

**(OLD 2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

(ii) Solve any *three* out of the remaining.

(iii) Figures to the right indicate full marks.

1. (a) Explain the term 'Labour Welfare' and describe various principles of Labour Welfare. [15]  
(b) Distinguish between 'Personnel Manager' and 'Welfare Officer'. [10]
2. Write a note on 'Role of Trade Union' in relation with non-statutory welfare amenities. [15]
3. Define the term 'Industrial Productivity' and explain how the labour welfare policies and industrial hygiene are closely related with productivity. [15]
4. Explain the importance of 'Corporate Social' responsibility. [15]
5. Explain the various effects of industrialisation on India with reference to pollution, urbanisation and social health. [15]

P.T.O.

- 6. Explain the concept of 'Industrial Hygiene' and bring out its importance for 'Labour Welfare'. [15]**
- 7. Write short notes on (any three) : [15]**
- (a) Workers Participation in Management;**
  - (b) Welfare and Ethics;**
  - (c) The Trusteeship Theory;**
  - (d) Objectives of ILC;**
  - (e) Women Welfare under the Mine Act, 1952.**



**M.P.M. (Part I) (Second Semester) EXAMINATION, 2009**

**202 : RESEARCH METHODOLOGY AND STATISTICAL  
TECHNIQUES**

**(OLD 2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

- N.B. :-** (i) Answers to the two Sections should be written in separate answer-books.
- (ii) Question Numbers 1 and 4 are compulsory.
- (iii) Attempt any *one* question from the remaining questions in Section I. Also attempt any *one* question from the remaining questions in Section II.
- (iv) Graph paper will be supplied on request.
- (v) Statistical table will be supplied on request.
- (vi) Figures to the right indicate full marks.

**SECTION I**

1. (a) Insecurity in I-T Industry is a problem. Whether it affects the efficiency and loyalty is a topic for research. Prepare a research design for the same. [10]
- (b) Write short notes on :
- (i) Definition and meaning of research. [5]
- (ii) Objectives of research. [5]

P.T.O.

2. (a) What is research process ? Explain the steps in research process. [10]
- (b) Write a note on interpretation of data. [5]
3. Write short notes on any *three* of the following : [15]
- (i) Test of sound measurement
- (ii) Parts of a good report
- (iii) Types of research
- (iv) Scaling techniques.

### SECTION II

4. Attempt any *four* of the following :
- (a) Characteristics of a good questionnaire. [5]
- (b) Draw histogram and hence estimate the value of mode from the following data. [5]

Number of hours spent in campaign	No. of Workers
0—2	16
2—4	28
4—6	35
6—8	28
8—10	14
10—12	6

- (c) After settlement the average daily wage in a factory has increased from Rs. 80 to Rs. 120 and the standard deviation has increased from Rs. 10 to Rs. 15. Hence after the settlement the wage has become higher and more uniform. Comment on the statement. [5]
- (d) The following data gives ranks according to length of service and ranks according to efficiency for 8 workers. Find rank correlation coefficient : [5]

Worker	Ranks	
	Length of Service	Efficiency
A	1	6
B	2	1
C	3	7
D	4	8
E	5	2
F	6	5
G	7	4
H	8	3

- (e) In a certain interview there were 126 candidates, of which 70 were boys, 36 candidates were successful, among them 20 were boys. Find coefficient of association between sex and success. [5]
- (f) State merits and demerits of arithmetic mean. [5]

5. (a) Calculate the correlation coefficient from the following data : [8]

$$n = 10, \Sigma x = 100, \Sigma y = 150$$

$$\Sigma (x - 10)^2 = 180, \Sigma (y - 15)^2 = 215,$$

$$\Sigma (x - 10) (y - 15) = 60.$$

- (b) In an anti-malaria campaign in a certain area quinine was administered to 812 persons out of a total population of 3248. The results were as below. [7]

Treatment	Fever	No fever
Quinine	20	792
No Quinine	220	2216

Use Chi-square test and find whether quinine is useful in checking malaria or not ? [For 1 degree of freedom  $\chi^2 = 3.84$ ]

6. (a) From the given following data :

	Price (in Rs.)	Amount demanded (000 units)
Mean	10	35
S.D.	2	5

Obtain equations of two lines of regression and estimate the demand when price is Rs. 5. [8]

- (b) Write a note on 'Z' test for large sample. [7]

Total No. of Questions—7]

[Total No. of Printed Pages—2

**[3676]-23**

**M.P.M. (II Sem.) EXAMINATION, 2009**

**203 : Industrial Relations and Trade Union Movements**

**(OLD 2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :-** (i) Solve any *Five* questions.

(ii) *All* questions carry equal marks.

(iii) Figures to the right indicate full marks.

1. Explain any *three* approaches to Industrial Relations. [14]
2. Explain the development of industrial unrest from Second World War till Independence. [14]
3. Explain Mediation, Conciliation and Arbitration. Is there a difference between Conciliation and Collective Bargaining ? [14]
4. Explain role of Government in Industrial Relations. [14]
5. Explain procedure for registration of Trade Union in detail. [14]

P.T.O.

- 6.** (a) Trade Union and Productivity. Explain.  
(b) Kinds of Trade Unions. [14]
- 7.** Write short notes (answer any *two*) : [14]
- (a) Role of personnel manager in promoting Industrial Relations;  
(b) Standing Orders;  
(c) Industrial Court;  
(d) Industrial Dispute.

Total No. of Questions—6]

[Total No. of Printed Pages—2

**[3676]-24**

**M.P.M. (Second Semester) EXAMINATION, 2009**

**204 : PERSONNEL ADMINISTRATION SYSTEM AND  
PROCEDURES**

**(OLD 2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

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

1. (a) What is manpower planning ? Explain the process of manpower planning. [15]
- (b) Explain barriers to communication. [10]
2. Write a detailed note on procedure of domestic enquiry. [15]
3. Discuss the role of personnel manager in personnel management. [15]
4. Explain procedure of meetings. [15]
5. Define and explain personnel policy with scope, objectives and importance. [15]

P.T.O.

6. Write short notes on (any *three*) :

[15]

(i) Art of Listening

(ii) Formal and Informal Communication

(iii) Merit Rating and Job Analysis

(iv) Retention of Manpower

(v) Personnel Problems in Private Sector.



Total No. of Questions—6]

[Total No. of Printed Pages—2

**[3676]-25**

**M.P.M. (II Sem.) EXAMINATION, 2009**

**205 : LABOUR LAWS II**

**(OLD 2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

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

(iii) Figures to the right indicate full marks.

1. (a) Explain any *five* provisions regarding health and safety under Factories Act. [10]
- (b) Explain any *five* deductions under Payment of Wages Act, 1936. [10]
- (c) Memorandum and Articles of Association. [5]
  
2. Who can be occupier under Factories Act ? Explain provisions for leave with wages. [15]
  
3. Explain important provisions for theater or other places of public amusement under Bombay Shop and Establishment Act. [15]
  
4. Explain provisions for Registration and incorporation of a company. [15]
  
5. Define a consumer dispute. Who can file complaint and under what circumstances ? [15]

P.T.O.

**6.** Write short notes on (any *three*) :

(a) Factory;

(b) District Forum;

(c) Spread over under Bombay Shop Act;

(d) Payment of Wages;

(e) Adult, Adolescent and Child under Factories Act.

**M.P.M. (I Sem.) EXAMINATION, 2009**

**103 : HUMAN RESOURCES MANAGEMENT AND TQM**

**(OLD 2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

(ii) *All* questions carry equal marks.

(iii) Figures to the right indicate full marks.

1. Define HRM. Explain Roles and Responsibilities of HR Manager. [14]
2. Define Manpower Planning. Explain advantages of Manpower Planning. [14]
3. Explain in detail various causes of failure of Training Programmes. [14]
4. Explain various Employee benefits and services. [14]
5. Explain Lay off and Retrenchment and their effects on the organisation. [14]
6. Explain various sources of Recruitment. [14]

P.T.O.

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

**[14]**

- (a) Global HRM;**
- (b) Career Planning;**
- (c) Voluntary Retirement Scheme;**
- (d) Performance Management;**
- (e) Induction Programme.**

Total No. of Questions—7]

[Total No. of Printed Pages—2

**[3676]-301**

**M.P.M. (Third Semester) EXAMINATION, 2009**

**301 : TRAINING AND DEVELOPMENT**

**(NEW 2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

(ii) *All* questions carry equal marks.

1. Distinguish between Training, Development and Education. Are you trained or educated by a Management Institutes ?
2. How would you determine the training need in an organisation.
3. What are the different methods of training ? Explain.
4. What criteria would you use to evaluate a training programme ?  
Give reasons.
5. (a) What are the different principles of learning ?  
(b) Discuss in detail reinforcement theory of learning.
6. Why is management development important ? Describe some important methods used for this purpose.

P.T.O.

7. Write short notes on (any *two*) :
- (i) Kirkpatrick model of evaluation;
  - (ii) Resistance to training;
  - (iii) Sensitivity training;
  - (iv) ROI of training.

Total No. of Questions—6]

[Total No. of Printed Pages—2

**[3676]-302**

**M.P.M. (Third Semester) EXAMINATION, 2009**

**302 : INDUSTRIAL SAFETY MANAGEMENT**

**(NEW 2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

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

(iii) Figures to the right indicate full marks.

1. Explain the causes of accidents and suggest preventive measures to avoid them. [10]
2. State salient features of Air Pollution Act, 1981. [20]
3. Explain the role of Government, Management, Union and Employees in maintaining industrial safety. [20]
4. Discuss the types of fires and preventive measures to extinguish each type of fire. [20]
5. Explain in detail the Environment Protection Act, 1986 with reference to definition, handling hazardous substances and penalties for contravention of the Act. [20]

P.T.O.

6. Write short notes on (any *two*) :

(a) Safety Committee;

(b) Duties of safety officer;

(c) Noise—its effect on health of workers;

(d) Cost of accidents.



Total No. of Questions—8]

[Total No. of Printed Pages—4

**[3676]-303**

**M.P.M. (Third Semester) EXAMINATION, 2009**

**303 : LABOUR COSTING AND COMPENSATION MANAGEMENT**

**(NEW 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. Why is cost accounting necessary ? Mention the steps to be taken for the installation of cost accounting system.
2. Bring out clearly the significance of each of the following classifications and explain their meanings :
  - (a) Direct and Indirect Costs.
  - (b) Variable and Fixed Costs.
  - (c) Controllable and Uncontrollable Costs.
  - (d) Avoidable and Unavoidable Costs.
3. What is labour turnover ? What are its causes ? Suggest the measures to reduce labour turnover.

P.T.O.

4. What do you understand by Labour productivity ? What are its determinants ?
5. How do you propose to reconcile the attendance time with time booked ? How would you record idle time ?

## SECTION II

6. The following data have been extracted from the books of M/s Kapoor Industries Ltd., for the year ending 31st March, 2009 :

Items	Amt. Rs.
Opening stock of raw materials	25,000
Purchase of raw material	85,000
Closing stock of raw materials	40,000
Expenses on purchase of raw materials	5,000
Direct Wages	75,000
Indirect Wages	10,000
Other Direct Charges	15,000
Rent and Rates—Factory	5,000
Office	500
Consumption of Indirect Material	500
Depreciation—Plant Machinery	1,500
Office Furniture	100

Salary—Office	2,500
Salesman	2,000
Other Factory Expenses	5,700
Other Office Expenses	900
MD's Remuneration	12,000
Bad Debts written off	1,000
Advertisement Expenses	1,100
Carriage Outward	1,000
Sales	2,50,000
Advance Income Tax paid	15,000

The Managing Director (MD) has the overall charges of the company and his remuneration is to be allocated at Rs. 4,000 to the factory, Rs. 2,000 to the office and Rs. 6,000 to the selling operations.

From the above particulars, compile : (1) Prime Cost, (2) Factory Cost, (3) Cost of Production, (4) Cost of Sales and (5) Net Profit.

7. Two fitters, a labourer and a boy undertake a job on piece rate basis for Rs. 1,290. The time spent by each of them is 220 ordinary working hours. The rates of pay on time rate basis, are Rs. 1.50 per hour for each of the two fitters. Re. 1 per hour for the labourer and Re. 0.50 per hour for the boy.

Calculate the amount of piece work premium and the share of each worker when the piece work premium is divided proportionately to the wages paid.

8. A workman working under Halsey Bonus Scheme gets Rs. 15 per hour as his basic wages. In addition, he receives a cost of living bonus of Rs. 150 per week of 45 hours.

During a particular week, he clears the following jobs :

- (a) Job no. 223 in 12 hours for which time allowed was 18 hours.
- (b) Job no. 264 in 24 hours for which the time allowed was 32 hours.
- (c) Waiting time during the week was 9 hours.

Calculate the earnings of the worker.

Total No. of Questions—6]

[Total No. of Printed Pages—2

**[3676]-304**

**M.P.M. (Third Semester) EXAMINATION, 2009**

**305 : LABOUR LAWS—III**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

(ii) Out of the remaining questions answer any *three*.

(iii) Figures to the right indicate full marks.

1. (a) Define dependants under Workmen's Compensation Act. [10]  
(b) Provision for Nomination Under PF Act. [5]  
(c) Medical benefits under Employee's State Insurance Act. [10]
2. State and explain total and partial disablement under Workmen's Compensation Act. [15]
3. Write notes under Employee's State Insurance Act : [15]  
(a) Objectives  
(b) Funeral expenses  
(c) Principal employer.

P.T.O.

4. What are the conditions for payment of maternity benefits ? Explain when the maternity benefit forfeited under Maternity Benefits Act. [15]
5. Explain the scope, objectives and withdrawals under the Provident Fund Act. [15]
6. Write short notes on (answer any *three*) : [15]
- (a) Medical Bonus under Maternity Benefit Act.
  - (b) When is employer not liable to pay compensation under Workmen's Compensation Act ?
  - (c) Offences and penalties under Employee's Provident Fund Act.
  - (d) Occupational diseases under ESI Act.
  - (e) Minimum and maximum Bonus.

Total No. of Questions—7]

[Total No. of Printed Pages—2

**[3676]-31**

**M.P.M. (Third Semester) EXAMINATION, 2009**

**301 : TRAINING AND DEVELOPMENT**

**(2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

(ii) *All* questions carry equal marks.

1. (a) Distinguish between training and education.  
(b) Explain different methods of training the employees.
2. How would you determine the training needs in an organization?
3. What is training evaluation ? Explain the need, step and methods of training evaluation.
4. What are the major steps in the designing of a training programme ? Describe the steps in detail.
5. Why is Executive Development important ? Describe some of important methods used for this purpose.
6. What is the role of need analysis in training ? Do you think that all training programmes are based on such analysis ?

P.T.O.

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

(a) Trainer's training;

(b) Training for management and uncertainty;

(c) Training calendar;

(d) Process of learning.



**[3676]-32**

**M.P.M. (Third Semester) EXAMINATION, 2009**

**302 : INDUSTRIAL SAFETY MANAGEMENT**

**(2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Attempt compulsory Question No. 1 and any *three* more.

(ii) Figures to the right indicate full marks.

1. Attempt any *two* : [25]

(a) Discuss qualifications and duties of a Medical Officer in a factory carrying out hazardous process.

(b) What is 'hazardous process'? Discuss with reference to the Chapter IV of Factories Act.

(c) Cost of Accidents.

2. Discuss salient features of Public Liabilities Insurance Act, 1991. [15]

3. Define 'Occupier'. What are the responsibilities and duties of the occupier to ensure safety, health and protection of environment ? [15]

4. What is 'dangerous occurrence' ? How will you report a dangerous occurrence to Director (Industrial Safety and Health) ? [15]

P.T.O.

- 5.** Elaborate the role of autonomous bodies like National Safety Council in promotion of safety and health among industries. How the National Safety Council (India) can help industrial organisation in employee training ? [15]
- 6.** Explain fire triangle and types of fire. How to extinguish different types of fires ? [15]

Total No. of Questions—8]

[Total No. of Printed Pages—2

**[3676]-33**

**M.P.M. (Third Semester) EXAMINATION, 2009**

**303 : LABOUR COSTING AND COMPENSATION  
MANAGEMENT**

**(2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

(ii) Solve any *four* questions of the remaining.

(iii) *All* questions carry equal marks.

1. Why is cost accounting necessary ? Mention the steps to be taken for the installation of cost accounting system.
2. Explain the meaning of 'Cost'. How does it differ from 'Expenses' and 'Loss'.
3. What do you understand by Direct Labour Cost and Indirect Labour Cost and explain essential features of Direct and Indirect Labour Costs.
4. Explain the concepts of 'outworkers' and 'casual workers'. How would you control their costs ?
5. Define labour turnover. How would you measure labour turnover ? Explain with examples and suggest the measures to reduce labour turnover.
6. (a) What is meant by Time keeping ? Describe the various methods of time keeping.  
(b) What are the essential conditions of a proper time keeping system ?

P.T.O.

7. The standard time fixed for a job is 40 hours and the wage rate is Rs. 40 per hour. The worker is to get normal for hours worked and half the normal rate for hours saved. Calculate the wages and effective rate of earnings per hour if the job is completed in :

(a) 32 hours

(b) 24 hours.

8. From the following particulars you are required to work out the earning of a worker for the week under :

(a) Straight piece rate

(b) Differential piece rate

(c) Halsey Premium Scheme (50% showing)

(d) Rowan's Premium Scheme.

Weekly working hours 48

Piece rate per unit Rs. 3

Hourly wage rate Rs. 7.50

Normal time taken per piece 20 minutes

Normal output per week 120 pieces

Actual output in 48 hours 150 pieces

80% of the piece rate when output is below normal and 120% of high piece rate when output is above normal.

Total No. of Questions—6]

[Total No. of Printed Pages—2

**[3676]-34**

**M.P.M. (Third Semester) EXAMINATION, 2009**

**305 : LABOUR LAWS—III**

**(2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

- N.B. :—** (i) Question No. 1 is compulsory.  
(ii) Out of the remaining questions answer any *three*.  
(iii) Figures to the right indicate marks.

1. (a) Define the term Wages under Minimum Wages Act. [10]  
(b) "Continuous Service under Payment of Gratuity Act. [10]  
(c) Eligibility and disqualification of employee under Payment of Bonus Act. [5]
2. State the provisions of Minimum Wages Act, relating to Fixation and revision of Minimum rate of wages. [15]
3. Discuss the object, scope and application of the Employees Provident Fund Act. [15]
4. Define the Contract Labour and state the objectives of Contract Labour Act. [15]

P.T.O.

5. Under the Payment of Gratuity Act, explain the following : [15]

- (a) Calculation of Gratuity
- (b) Eligibility for Gratuity
- (c) Forfeiture of Gratuity.

6. Write short notes on (any *three*) : [15]

- (a) Inspector under Minimum Wages Act
- (b) Payment of Wages by Contractors
- (c) Set-on and Set-off of allocable Surplus
- (d) Offences and penalties under gratuity Act
- (e) Contribution under Provident Fund Act.

Total No. of Questions—6]

[Total No. of Printed Pages—2

**[3676]-4**

**M.P.M. (First Semester) EXAMINATION, 2009**

**104 : ORGANISATIONAL BEHAVIOUR AND**

**INDUSTRIAL PSYCHOLOGY**

**(OLD 2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

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

(iii) Marks are indicated at the end of each question.

1. (a) Discuss the fundamental concept of Organizational Behaviour? [15]
- (b) Elaborate any *two* models of Organizational Behaviour ? [10]
2. “Leaders are born not made.” Comment it with suitable illustrations ? [15]
3. Describe the concept “Conflict Management”. What are the various strategies adapted for resolving the conflict. [15]
4. What is change management ? Why do people resist for change? Explain, how to manage the change. [15]

P.T.O.

5. Define stress. Explain in detail various sources of stress ? [15]

6. Write short notes on (any *two*) : [15]

(a) Leadership Styles;

(b) Transactional Analysis;

(c) Formal Vs. Informal Groups.



Total No. of Questions—8]

[Total No. of Printed Pages—2

**[3676]-401**

**M.P.M. (Fourth Semester) EXAMINATION, 2009**

**401 : ORGANISATIONAL DEVELOPMENT AND QMS**

**(2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

(ii) Solve any *two* questions from Q. Nos. 6 to 8.

(iii) Figures to the right indicate full marks.

1. Explain various steps in Action Research Model in O.D. [15]
2. Define O.D. Explain foundations of O.D. [15]
3. Explain O.D. Process. Elaborate on survey feedback in detail. [15]
4. Explain the term 'Structural Interventions'. Explain in detail socio-technical systems. [15]
5. Write short notes on (any *two*) : [10]
  - (a) Force field analysis
  - (b) Change agent
  - (c) Cross functional teams
  - (d) Role of negotiation.

P.T.O.

6. Trace the evolution of TQM practices in India with respect to manufacturing industries. [15]
7. What is idea behind quality circles ? Explain the working of quality circles in detail. [15]
8. Write short notes on (any *three*) : [15]
- (a) Time management
  - (b) Suggestion scheme
  - (c) ISO 9000 Series
  - (d) Quality cost
  - (e) Just in time

Total No. of Questions—7]

[Total No. of Printed Pages—2

**[3676]-402**

**M.P.M. (Fourth Semester) EXAMINATION, 2009**

**402 : CORPORATE PLANNING AND STRATEGIC HRM**

**(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 and scope of Corporate Planning and explain Traditional Planning Vs. Strategic Planning Process. [14]
2. Explain the objectives of business and discuss what is Environmental Appraisal ? [14]
3. What do you understand by SWOT Analysis ? Discuss organisational capability profile. [14]
4. Discuss the need and importance of Linking HR Strategies with business strategies. [14]
5. What is Workforce Diversity ? Discuss the concept of 'Employee Leasing'. [14]
6. Discuss in detail the various Retention Strategies and explain in brief the concept of 'Employee Involvement'. [14]

P.T.O.

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

[14]

(i) Executive Compensation

(ii) Quality of work life

(iii) Head Hunting

(iv) Employee stock option plan.

Total No. of Cases—3]

[Total No. of Printed Pages—4+2

**[3676]-403**

**M.P.M. (Fourth Semester) EXAMINATION, 2009**

**403 : CASES STUDIES IN PERSONNEL MANAGEMENT AND  
INDUSTRIAL RELATIONS**

**(2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Attempt any *two* cases out of three.

(ii) *All* cases carry equal marks.

**Case No. 1 : Act of God**

The head office of Vikram Group of companies is situated in Fort Mumbai. It employs 1480 staff and officers, all working in day shift. These employees come to work from different and distant places upto Kalyan, Borivali, using local train service and local bus service. A few come to work using their own vehicle. Very few reside in the vicinity and come to work on foot.

On 22nd July there was a very heavy down pour in Mumbai. Vast areas and rail tracks submerged under water. The train and bus service were completely dislocated. A few employees still managed to come to work.

On the next day it was found that out of 1480 employees 400 attended in time, 260 attended 2 hours late, 480 attended 4 hours late and

P.T.O.

the remaining 340 could not attend at all. Obviously neither the employees nor the management were responsible for this. The issue was how to treat the employees and whether and how to pay their wages. The union requested the management to deal with the situation sympathetically. They requested that even those who could not come be not marked absent. In support the union submitted to management certificates from railways and bus authorities that services were dislocated.

The General Manager called a meeting of the officers to discuss the issue. It was found that a good number of officers could also not attend work. Some officers opined that the union's request be considered. Some others opined that wages be not paid on the principle of 'no work no pay', and at the most disciplinary action should not be taken. Yet some others expressed that employees be asked to compensate the lost hours by working extra whenever needed. The meeting adjourned without any consensus.

The management-union relations were cordial and satisfactory on the whole. A small group is, however, legalistic and not easily satisfied.

The General Manager needs your expert opinion.

### **Case No. 2 : Disobedience**

Mr. Patil is a skilled worker having varied experience of 16 years in the company. He is also formally qualified and has attended a few

training programs. He can operate any machine and give more than desired output. He is also popular among workers inside the factory and also in the area where he stays.

Mr Jadhav who was a charge man retired last month and the vacancy was advertised to be filled in form within. There are many contestants but people are sure about Mr. Patil or Mr. Kulkarni. Mr. Kulkarni is equally suitable and has put in 23 years of service; however, he is not so popular among workers.

The result was announced and Mr. Kulkarni was selected to be the charge man. Mr. Patil is obviously upset about this. He is angry not only against the management but against the whole world. Mr. Patil and his friends feel that this was unjust and smacks of castism. Mr. Kulkarni and his well wishers are happy about the result and feel that seniority is given due weightage.

Both Mr. Kulkarni and Mr. Patil are in the 2nd shift and report for duty at 3.30 p.m. Mr. Kulkarni is allotting work to workers. Mr. Patil is not seen on the shop floor. Mr. Kulkarni sends for Mr. Patil and tells on his arrival.

K—Where were you ? Do you have to work or not ?

P—Yes, I know, but don't show off.

K—Whatever it is, you will have to obey my instructions. Please go and work on the deburring table.

P—You need not instruct me. I know better than what you know.  
If I have to work under your instructions the company will soon go to dogs.

K—No need to say a word. I have told you to work on the deburring table and I will have to report up if you do not go to work at once.

P—That is not my work and I will not work. Do what you want, I don't care.

First Mr. Kulkarni is hurt inside. Then Mr. Patil is more angry and raised his voice. Mr. Kulkarni also raises his voice. Mr. Patil defied the instructions and shouts. Both of them leave the place.

Mr. Kulkarni goes to Works Manager.

Analyze the case and as a Personnel Manager recommend your action to the Works Manager.

### **Case No. 3 : Termination, Discharge and Dismissal**

Green Chalk Co. is an old established company for more than 100 years. It employs about 1600 personnel. It has an external but cooperative union. Whenever any worker or management staff misbehaves, the management and union, most of the times, find a mutual solution.

The company had a mill which is a costly machine and production on this machine is used by other workers in the factory. By any chance



if the mill is not working almost entire factory working comes to a standstill. Obviously all employees, management, and union together take great care of the mill.

One day the Production Manager was passing by that mill when he saw a worker climbing ladder of the mill. It struck the Production Manager that there was no need for any one to go to the top of the mill at that time. He called the worker but because of the noise of the mill or whatever reason the worker did not listen and kept on going up.

The Production Manager then followed him up. He saw from a distance that the worker held something in his hand which the worker threw it in the mill by opening one lid, closed the lid and started coming down. The Production Manager stopped him and questioned him. The worker could not give any satisfactory reply. Production Manager then took him to the Personnel Manager. After lot of questioning the worker agreed that he had thrown a bolt in the mill because he wanted leave and advance for his ailing mother's operation, which was not granted. By this time it was 6.00 p.m. The worker was asked to come the next day at 2.00 p.m. as a charge-sheet was to be prepared and issued to him.

Next day in the daily production meeting this was narrated by the Production Manager and reported that the worker is called at 2.00

p.m. today to collect the charge-sheet. The Personnel Manager said that the worker will be suspended pending enquiry and after the enquiry the worker can be dismissed. An old engineer, who had worked with that worker for years, recommended discharge. The General Manager said that let the worker be terminated first and then an enquiry be conducted. The discussion went on vehemently for 20 minutes.

Analyze the case and comment on the various views expressed in the production meeting. Consider IR and PM—both situations.

Total No. of Questions—7]

[Total No. of Printed Pages—2

**[3676]-404**

**M.P.M. (Fourth Semester) EXAMINATION, 2009**

**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. Elaborate product life cycle. How does marketing strategies change through various stages of PLC ? [14]
2. Explain the significance of advertising in success of 'Product'. [14]
3. What do you understand by Four P's of Marketing Mix ? Explain with example. [14]
4. Explain various pricing strategies available with an organization. [14]
5. Explain the term 'product line' with suitable example. [14]
6. What are the factors to be considered while selecting suitable channel of distribution ? [14]

P.T.O.

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

[14]

- (a) Wholesaler Vs. Retailer
- (b) Public Relations
- (c) Branding
- (d) New Trends in Packaging

**[3676]-405**

**M.P.M. (Fourth Semester) EXAMINATION, 2009**

**405 : LABOUR LAWS-IV**

**(2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

**(ii) Answer any *three* out of the remaining.**

1. (a) Discuss general and political funds. [5]
- (b) Discuss the various powers and duties of a Food Inspector under P.F.A. Act. [10]
- (c) Discuss various deductions under Income Tax. [10]
2. Explain returns to be filled by salaried person who is having income from other sources. [15]
3. Explain various factors which controls food adulteration. Also define 'Food' and 'Adulteration'. [15]
4. Write a note on Cyber crimes and punishment under IT Act, 2000. [15]
5. Explain various objectives of IT Act, 2000 and P.F.A. Act. [15]

**P.T.O.**

6. Write notes on (any *three*) :

[15]

(i) Capital gain and its provisions

(ii) Digital signature

(iii) E-governance

(iv) Importance of Trade Union.

Total No. of Questions—7]

[Total No. of Printed Pages—2

**[3676]-5**

**M.P.M. (First Semester) EXAMINATION, 2009**

**105 : LABOUR LAWS-V**

**(OLD 2005 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

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

(ii) *All* questions carry equal marks.

1. Define “Industrial Disputes”. What are the various authorities under Industrial Disputes Act ? [14]
2. How is amount of compensation payable to injured workman under Workmen’s Compensation Act ? [14]
3. Answer the following under Employees State Insurance Act : [14]
  - (i) Calculation and Contribution;
  - (ii) Nomination.
4. What is the procedure for certification of standing orders ? [14]
5. What are the employees’ rights in domestic enquiry ? What are the contents of report of Domestic Enquiry ? [14]

P.T.O.

**6. Define and explain lay-off, strikes, transfer of undertaking and closure under Industrial Disputes Act. [14]**

**7. Write notes on (any two) : [14]**

**(i) Objectives of Workmen's Compensation and Industrial Disputes Act;**

**(ii) Lock-out and Duties of Labour Courts;**

**(iii) Objectives of Employees' State Insurance Act.**