

MAY, 2005

FC-90

**FELLOWSHIP EXAMINATION
HUMAN RESOURCES MANAGEMENT**

Time: 3 Hours]

[Total Marks : 100

Answer any **FIVE** questions only.
All questions carry 20 marks each.

- | | Marks |
|--|--------|
| 1. Retention of talent has become the major problem confronting the insurance companies. Suggest a career development plan, a performance appraisal system and innovative working conditions which may help the companies to motivate and retain talent. | 20 |
| 2. a) What is Conflict? Mention the techniques used to process conflicts. | 8 |
| b) Why are transfers affected in an organisation? Draft a transfer policy that you could recommend to an Insurance Organisation. | 12 |
| 3. 'An Effective leader will need to switch roles at will and slip into them with seeming ease.' Expand the ideas with the help of different leadership styles and examples from the work situations in your organisation. | 20 |
| 4. Write short notes on :- | 5 each |
| a) 'The Inverted Pyramid' Structure of Organisation. | |
| b) Personnel Research | |
| c) Special Features of the services sector. | |
| d) Empowerment as a method of motivation. | |
| 5. a) Why is decision making an important function of a manager? State the distinct steps in decision making process citing an example from Life or General Insurance Industry. | 12 |
| b) Compare the managerial practice of decision making in Japan with that in the United States. | 8 |
| 6. a) Show how planning and controlling are closely related. | 8 |
| b) Why is delegation important to an organisation? Trace the consequences that could follow if delegation is affected without the required training. | 12 |

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10 each

7. a) How can an organisation try to ensure that the salaries they offer are seen as fair by the employees?
b) When an organisation recruits a person, it employs 'The Whole Man' Discuss in the context of the evolution of Human Resource Management.
8. a) Do you agree that different motivational techniques are to be adopted for motivating employees at different levels in an organisation? Give reasons and examples. 12
b) Why is employment interview called 'A conversation with a purpose'? Analyse the drawback, if any, in this selection technique and suggest steps to get over them. 8

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