

MAY, 2009

FC-90

FELLOWSHIP EXAMINATION  
HUMAN RESOURCES MANAGEMENT

Time: 3 Hours]

[Total Marks : 100

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

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|---|--------|
| 1. State giving reasons, whether the following statements are correct.  | Marks  |
| a) Routine transfers are effectively on-the-job training.   | 5 each |
| b) The main benefit from passing examination is the increment or promotion  |        |
| c) Consensus is better than Unanimity   |        |
| d) Reward influence motivation.   |        |
| 2. Write short notes on the following :   | 5 each |
| a) Standards for effecting controls   |        |
| b) Leadership Continuum   |        |
| c) Halo Error   |        |
| d) Likert's System 4  |        |
| 3. a) Explain the background to the development of the human relations approach.  | 6      |
| b) Give two instances from your experience to show that the social system is a reality in organizations.  | 6      |
| c) All your staff members have applied for casual leave in the afternoon to be able to attend to the funeral of their colleague who died in an accident that morning. Your boss has told you to refuse the leave and tell them that any one absent will lose that day's salary and be also subject to disciplinary action. Discuss the options that you have and the consequences of each option. | 8      |
| 4. Distinguish between the following :-   | 5 each |
| a) Career Development and personal Development  |        |
| b) Mentoring and Coaching   |        |
| c) Empowerment and Delegation   |        |
| d) Discipline and Grievance procedures.   |        |

5. a) A company introduced a system by which employees of every department were required, at the end of a year, to nominate one of themselves for outstanding work. The person so nominated would be given a valuable gift or cash. How do you think, this scheme will affect team work? 10 each
- b) Describe in brief, the system of appraisal followed in by your office for supervisory staff and discuss how adequate it is to arrive at fair decisions on increments and / or promotions.
6. Explain, with illustrations the meaning of the following statements. 5 each
- a) Formal authority is effective only when the subordinates accept the authority.
- b) Motivation is a chain reaction.
- c) In large organization it is common to see rules being broken.
- d) In many issues, there could be more than one ethically correct response.
7. a) Does your office approach Employment Exchange for recruitment? If the answer is 'No', why not? If the answer is 'Yes', for what kind of jobs? 5
- b) Do you prefer that new employees should be selected by the Personal Department or by the Department where he is to be posted? 15
8. a) What is the relationship between cohesiveness and synergy? 10 each
- b) Why is it said that conflicts are inevitable in organizations?

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