

MAY, 2008

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. Man responds to different kinds of styles and strategies depending on his own motives, abilities and nature of his task. Therefore there is no single managerial strategy that will work for all men at all times. What are the different theories propounded for managing men at work? | 20     |
| 2. a) It is said that there are three levels of managers. What are these three levels?   | 4      |
| b) What are the function ; and appropriate skills required for these levels?   | 8      |
| c) Illustrate the answer to (b) above, with reference to the position in your office.  | 8      |
| 3. Do you agree with the following statements? Give reasons for your answer.   | 5 each |
| a) There is a conflict between line and staff managers.  |        |
| b) The most important cause of managerial failure is poor delegation of authority.   |        |
| c) Decentralization and delegation mean the same thing.  |        |
| d) Power is a much broader concept than authority.   |        |
| 4. a) You are the marketing Manager of a Divisional Office. You are keen to instill some dynamism among the field staff. Discuss the relative merits and demerits of the three following suggestions and say which method will you accept.   | 15     |
| i) Call the Heads of Branches for a half-day conference in the office to get their suggestions.  |        |
| ii) Call the Heads of Branches for a discussion over dinner, arranged in a hotel.  |        |
| iii) Tell the Heads of Branches to discuss with their subordinates and send the suggestions, within a week.  |        |
| b) If you can think of yet another method, state it and explain its merits.  | 5      |

5. A manager cannot do his job without knowing what motivates people. Discuss factors which motivate people giving examples. 20

5. As the Head of Department, you have identified two subordinates who have the potential to rise to the top in your organization. Which among the following alternatives would you recommend to help him realize this potential? Give reasons for your preference, discussing also the merits and demerits of the alternatives that you have not preferred. 20

- i) Job Rotation in the same office.
- ii) Job Rotation to another office.
- iii) Nomination to the Executive Development programme of a management institute.

a) What is the rationale for formation of a group at work, and what are its functions? 14

b) Discuss group and individual performances. 6

a) What are the benefits of i) Appraisal ii) post appraisal interview? 10

b) What are the errors that can distort appraisals? 5

c) How effective will framing rules be to enforce discipline? 5

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