

MAY, 2010

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. a) What should be the essential characteristics of an objective?	4
b) State six objectives which a Managing Director may lay down for an insurance company for the current year.	6
c) State with reference to i) the HR and ii) any other department of the same insurance company, two objectives each and also explain how these two objectives contribute to the objectives laid down by the MD.	10
2. a) How would you expect a manager, believing in Douglas McGregor's Theory Y, to react to a subordinate who remains absent on a day when he was required to complete an important assignment?	5
b) Discuss the purpose and effectiveness of the following practices.	5 each
i) Transferring an employee to a distant office, because he is found to be lethargic.	
ii) Conducting both group dynamics exercises and personal interviews during selection process.	
iii) Not informing appraises about the contents of the annual appraisal.	
3. a) If you are asked to do a Job Analysis in your department, how would you go about it? State actual steps you will take and not merely concepts.	10 each
b) It is said that, while recruiting, the academic qualifications, academic performance and experience of the candidate should be specified. Explain.	
i) how each one of these is different from the others	
ii) how each one of them can be assessed and	
iii) how each one of them reflect suitability to do a particular job. (discuss with reference to any job in an insurance office)	
4. a) It is said that human resources are the only assets that do not depreciate. Explain this statement.	5
b) To what extent is a manager responsible if his subordinate 'depreciates'?	7
c) How can the potential of an employee be known?	8

5. How valid are the following statements? 5 each
- a) It is important for every manager to know Maslow's Hierarchy of Needs.
 - b) The designation provides the 'Sense of Identity' that influences motivation.
 - c) Flexi-time will improve work in offices of insurance companies in India.
 - d) Written communication is always better than oral communication.
6. a) In a new organization, all communication between employees is via e-mails. The employees do not meet each other or have meetings. Would you like to work in such an office? If not, explain what you would be missing. 8
- b) Which of the methods of job evaluation would be useful for an insurance company? Would more than one method be necessary? 12
7. a) It is claimed that an effective manager will not be required to know the rules of discipline. Do you agree? Justify your answer. 5
- b) How can stress be useful? Give examples from office situations and elsewhere. 10
- c) Is stress within one's control or it is forced on one by others? 5
8. a) What do you understand by the word 'climate' in an office? 5
- b) Who is responsible for the climate in department in a Branch Office? Explain how. 5
- c) Both Accommodation and Compromise strategies amount to surrender in a conflict situation. Discuss how valid is this statement. 10

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