

MAY, 2011

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. Discuss how the following processes facilitate successful Manpower Planning:	5 each
a) Recruitment	
b) Job Description	
c) Succession Planning	
d) Transfer and Promotion	
2. What do you understand by the following?	5 each
a) Unlearning	
b) Performance Appraisal	
c) Leadership Continuum	
d) Johari Window	
3. a) Comment on the impact of internal communication on employee motivation and productivity.	10 each
b) Enumerate the barriers to communication and suggest steps for improving communication with specific reference to your company/organisation.	
4. a) Explain the different types of Performance Appraisal systems.	12
b) Which Performance Appraisal system, in your opinion, is suitable to insurance organisation.	8
5. a) What, in your opinion, is positive discipline.	4
b) Give two examples each of Minor and Major Penalties.	4
c) State the steps which you as a Disciplinary Authority, would take before imposing major penalty to ensure that Principles of Natural Justice are followed.	12
6. Discuss different theories of Leadership and explain which type of Leadership is more appropriate to your organization.	20

7. a) Analyse the HR initiatives being taken in your organisation to improve productivity and grievance redressal. 12
- b) Suggest HR initiatives for keeping the industrial relations harmonious. 8
8. Retention of quality manpower is a major concern in the modern economy. How will you as a HR Manager overcome this if there is a constraint in increasing wages? 20

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