

NOVEMBER, 2006

**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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- |  | Marks   |
|--|---------|
| 1. a) What is the purpose of doing 'Job Analysis'?   | 6       |
| b) How is it done?   | 8       |
| c) In what way does the process of Job Analysis use the methods developed by Taylor?   | 6       |
| 2. a) It is said that 'People resist change'. Why does that happen?  | 10 each |
| b) How does Organization Development manage to overcome such resistance?   |         |
| 3. Write short notes on :  | 5 each  |
| a) Counselling Skills.   |         |
| b) Mentoring   |         |
| c) Disciplinary Action   |         |
| d) Stress  |         |
| 4. a) What do you understand by 'Ethical Dilemma'?   | 8       |
| b) It is said that 'Empowered employees who experience the excitement of the results of their own innovative attempts, will value the opportunity so much that the temptations of a higher wage may not affect them much.' Justify this statement. | 8       |
| c). How is the above statement justified by Herzberg's theory of motivation?   | 4       |
| 5. a) Discuss the implications of the statement that the 'Development of employees is the responsibility of every manager'.  | 10 each |
| b) How are transfers beneficial to employees?  |         |

6. a) With reference to the department in which you work, cite examples to illustrate the differences between procedures, rules, programmes and budget.
- b) State which of the following activities of a manager would amount to Planning, Organizing, Staffing, Leading or Controlling. (An activity may be related to more than one function)
- i) Interviewing candidates for promotion.
  - ii) Walking around the department.
  - iii) Sending periodical reports to the Head Office.
  - iv) Addressing a meeting of customers.
  - v) Setting targets for the next month.
  - vi) Discussing problems with staff.
  - vii) Scrutinizing the budget control statements.
  - viii) Sanctioning expenses on vouchers.
  - ix) Looking at the result of the past week.
  - x) Looking into the complaints from policy holders.

7. a) Give examples of situations to illustrate that the Contingency Approach is more relevant than the Universal View. 10 each
- b) Give two examples to show the effects of 'Synergy'.

8. You are the Head of a department. You and your ten assistants are responsible to arrange for various conferences like meets of outstanding performers, planning for the year, award functions and so on, involving 100 to 200 guests, requiring their travel, reception and stay arrangements. For the last five years, you and your team have acquired a lot of expertise and have always been complimented for excellent work. A new boss has recently taken over and has told you that all arrangements must be cleared by him. When you take up matters to him for approval, he asks why you have not asked for quotations from other parties. He does not accept your opinion about the reliability of your regular agencies, based on past experience. Your staff is unhappy at such control and loss of freedom. 10 each
- a) What could be the likely reason for the behaviour of the new boss?
  - b) What can you do in this situation?

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