

NOVEMBER, 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. | Discuss the validity of the following statements : | Marks
5 each |
| | a) Learning must result in a change in behaviour through reinforced practice or experience. Therefore, lectures in a training class room, not being practice, cannot result in learning. | |
| | b) The designation given to an employee clarifies his job. | |
| | c) Interviews or Group discussions do not help to assess the attitudes of candidates and are therefore, not useful as instruments of selection. | |
| | d) Promotions should be given based on ability to perform at the higher level and not performance at the present lower level. | |
| 2. | Write short notes on the following : | 5 each |
| | a) Resistance to Change | |
| | b) Sensitivity Training | |
| | c) Internal Communication | |
| | d) Collective Bargaining | |
| 3. | a) In the office or department in which you are working, | 10 |
| | i) what, if any, is the mission? | |
| | ii) what, if any, are the objectives? | |
| | iii) how do you come to know about the mission or objectives? | |
| | b) What are the factors relevant to determine the span of control? Illustrate this with at least two examples. | 10 |
| 4. | a) What are the core characteristics of a job in the model? | 5 each |
| | b) In the job which you are doing now, explain the extent to which these core characteristics exist. | |
| | c) Who in your opinion, should take responsibility for an employee acquiring new knowledge (i) the employee or (ii) the organisation? Give reasons for your opinion. | |

- d) If your opinion is (i) above, whether the organisation has a role to play or if your opinion is (ii) above, whether the employee has a role to play?
5. a) Explain the concept of the Managerial Grid. 5 each
 b) Which one of the five styles referred to in the Grid, is the most effective? Give reasons and examples.
 c) Explain the concept of Need for Power.
 d) Can a manager with a high need for power be a good manager?
6. a) Give **two examples** each, from your office, of upward and downward communication. 5 each
 b) For a Managing Director to communicate to all the employees about the performance of the company for the year, what would be the right medium and language to use?
 c) What are the other media available and why are they less effective?
 d) If you are the departmental head, do you have to do anything to ensure that the communication as suggested by you in (b) above, reaches every staff member and is understood by them?
7. a) What are the different methods of Job Evaluation? 5
 b) What are the causes of accidents? 5
 c) What can be done to bring down the incidence of accidents? 10
8. a) It is said in the book that Motivation is often misunderstood as something that managers do or give to their employees. Does this mean that managers have nothing to do with motivation of employees? Explain. 10 each
 b) What do you understand by the expression QWL? What can managers do about QWL?

—THE END—