

MAY, 2007

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. a) What do you understand by the expression 'Open system'?  | 8      |
| b) Explain an insurance company's subsystems, inputs, transformation process and outputs to justify it being called an 'open system'.  | 12     |
| 2. Discuss the correctness of the following statements :   | 5 each |
| a) The function of controlling implies curtailing the freedom of the employees .   |        |
| b) A walk-in-interview is conducted with everybody walking in the garden .   |        |
| c) Transfers are part of the process of development .  |        |
| d) Motivation is what a leader does to his followers .   |        |
| 3. Write short notes on :  | 5 each |
| a) vigilance   |        |
| b) openness  |        |
| c) collective bargaining   |        |
| d) child labour  |        |
| 4. From among the training methods of Apprenticeship, Lectures, Case Studies, Role Plays, Programmed Instruction and In-basket exercises, choose one (only one) which would be appropriate in the following situations : | 20     |
| a) A few clerical employees selected to work as salesmen need salesmanship skills .  |        |
| b) Employees found to be lacking human skills .  |        |
| c) Employees requiring problem-solving skills .  |        |
| d) New employees posted to underwriting department, who are to be entrusted with the job of checking correctness of proposal forms .   |        |
| e) Those promoted to senior positions required to be trained in decision making skills .   |        |

- f) A new batch of Chartered Accountants to be familiarized with the structure and culture of the organisation .
- g) Senior employees, likely to be promoted soon, brought in for a refresher session .
- h) A newly appointed machine operator .
- i) New agents preparing for the IRDA examination .
- j) A senior employee required to be trained in risk assessment and underwriting skills .
5. a) State the justification for (i) multiple ratings and (ii) group dynamics . 10 each exercises .
- b) What skills does a manager require apart from human skills? Explain the differences between them .
6. a) It is said the Japanese hire employees from schools and that the Americans recruit from schools as well as from other companies. 10 each Discuss the relative advantages and disadvantages of the two methods.
- b) Of what use is the HRIS ? What information will you incorporate into the HRIS?
7. How can a manager use the following concepts ? 5 each
- a) Moments of truth
- b) Brainstorming
- c) Factor comparison method
- d) Core characteristics of jobs
8. You are the Head of the Data Processing department, that is responsible 20 for, inter alia important and time bound jobs like the issue of demand notices for premium, updating records of premiums received and payment of commission to agents. The Union has called for a sudden go-slow agitation and you are worried that all these tasks will be badly affected. When you went to the department with a view to talking to the staff, a senior employee came to you and asked you to leave saying that you will have no reason to worry.

Discuss the possible different courses of action open to you, the justification for and the consequences of, each of them .

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